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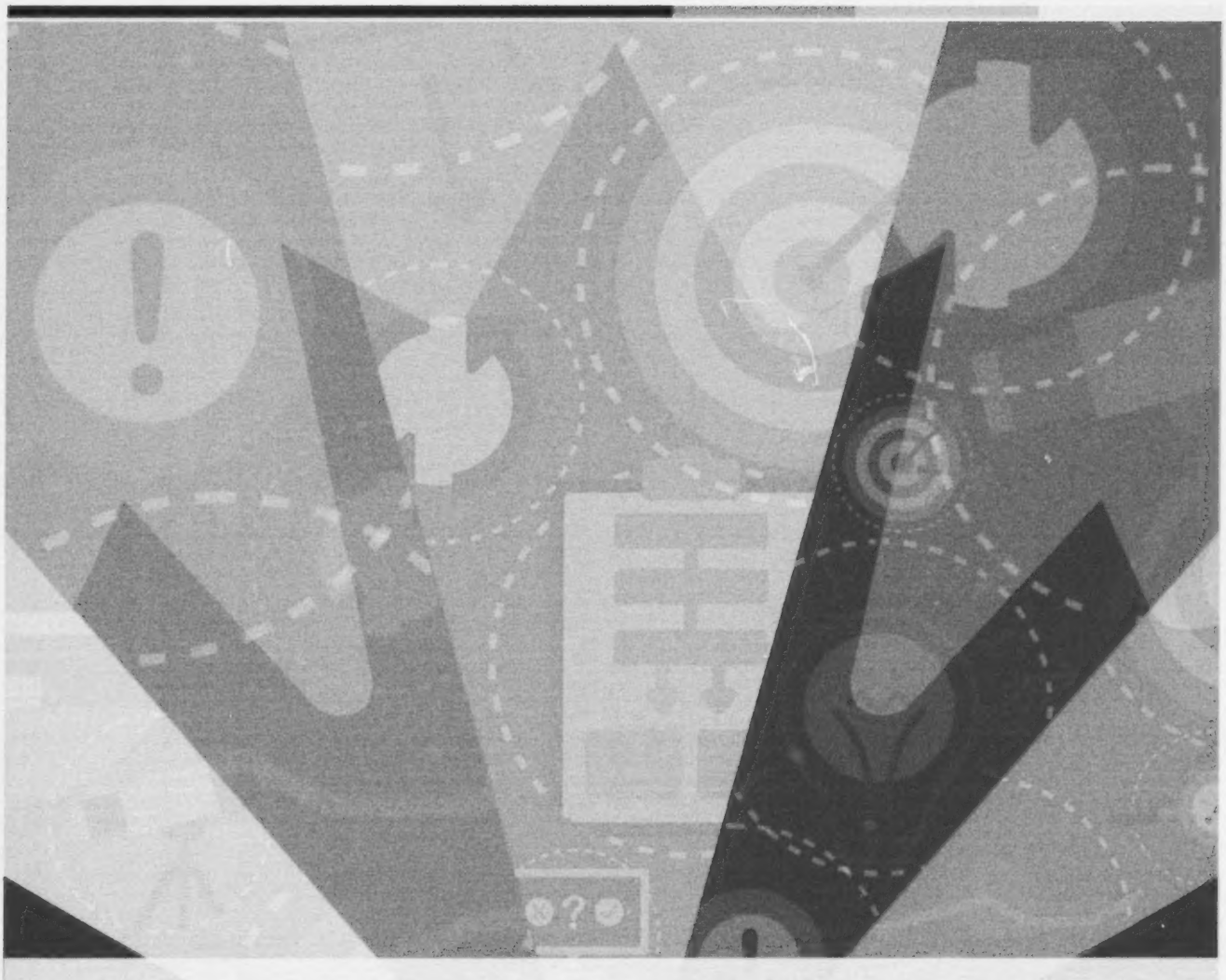

A PLAN FOR EXPERIMENTATION AT CANADIAN HERITAGE

SPRING 2018

Canada

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SPRING 2018

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FOREWORD

At first glance, the Department of Canadian Heritage might not seem like the type of organization that would be highly conducive to experimentation. We are not a science- or technology-based department. We have many long-standing programs and long-term funding recipients in the fields of culture, arts and sport. In terms of data availability, we face many challenges to measure the impact of our policies and programs, particularly with respect to the social outcomes that our work supports.

However, in our work over the past two years, Canadian Heritage has found that these factors are not barriers to experimenting. On the contrary, these are some of the driving forces that make it important for us to test new approaches to existing problems and try new ways to measure the impact of our programs. While we have a strong record of reporting on results, we realize that we have to build and nurture a more iterative environment of testing and measuring novel approaches. Though we operate in an environment where some stakeholders prefer the status quo, we recognize that we need to pilot and then develop new approaches to meet many Canadians' expectations. And because we do not always have easily available and meaningful data to measure our effectiveness, it puts the onus on us to develop new ways to extract data through the tools we have at our disposal.

Altogether, these reasons contribute to the imperative of experimentation in our department. We need to try new things in a rigorous way to test what works best and what doesn't. As a department, we are building experimentation into our regular business to help ensure our continuous improvement, and ultimately contribute to improved outcomes and impacts for Canadians.

This plan sets out our approach to integrate experimentation into all elements of our department's core business. All funding programs are pursuing experimentation to test, measure and compare the effectiveness of new approaches. All of our internal service offices are supporting the pursuit of experimentation in the department, and are adapting their processes and risk tolerances accordingly. Experimentation is a priority for employees at all level. Employees at all these levels have contributed immensely to the plans and proposals contained in this document, and are the primary reason why Canadian Heritage has developed momentum to advance experimentation across all business lines.

This plan is divided into 4 parts.

- First, we will outline our experimentation journey at Canadian Heritage, and how we got to where we are now.
- Second, we will outline the approach the department took to develop plans and proposals for this fiscal year (2017-18), and we will outline some of the highlights and themes from this work.
- Third, we will describe some of the lessons we have learned so far in our work, point to some of the impacts that experimentation has already made at Canadian Heritage.
- Finally, in the Annexes of the Plan, we have attached summaries of the 45 experiments that have been proposed by Canadian Heritage's programs, and approved in-principle by the department's Executive Committee and Special Committee on Experimentation.

OUR EXPERIMENTATION JOURNEY AT CANADIAN HERITAGE

FIRST STEPS ON EXPERIMENTATION AT CANADIAN HERITAGE

Canadian Heritage first began to examine experimentation as a policy and program innovation approach in 2015, as part of the department's medium-term policy development initiative. This work was rather preliminary. There were few guidance materials developed by Government of Canada departments and agencies, and experimentation was only beginning to emerge as a novel approach to policy development in other leading jurisdictions at the time (e.g. Finland, the United Kingdom, and the United States).

In mid-2015, a number of programs in the department developed their first potential experimentation proposals that could be used to test new interventions to address existing policy challenges. These proposals were not immediately implemented, but the proposals took on a new significance over the subsequent months. In November 2015, the department was paying close attention to developments that were unfolding related to the President of the Treasury Board's mandate letter commitment that all programs were to devote a share of their funding to experimentation efforts.

At the beginning of 2016, the department began to develop a more organized approach to experimentation. In March, a Tiger Team on Program Experimentation was formed. This group was led by a Deputy Director General, and the team consisted of analysts representing all sectors across the department. Members of the tiger team worked on experimentation part-time, as they continued to fulfill their core duties in their respective branches. The department was (and remains) hesitant to create a specialized full-time innovation group to lead initiatives like these, as we wanted to emphasize ownership of innovation and experimentation across all business lines. Canadian Heritage continues to recognize that employees who are working on the day-to-day delivery of our priorities are usually best placed to identify the problems we need to solve, and the best ways to do so.

This Tiger Team reported to the department's Policy and Program Design Committee. By July 2016, the Tiger Team had developed a detailed template to guide prospective experimenters through the steps of a conducting a rigorous experiment. Programs were encouraged to develop experiments, and to make the most of the Tiger Team's knowledge as a consultative resource.

In the Fall of 2016, the Tiger Team advised a number of groups in the department about how they might be able to develop their nascent ideas into an experiment. A number of proposed experiments were brought forward to the Policy and Program Design Committee (PPDC) by various groups in the department. The Committee offered suggestions on all of these experiments, and three of these proposals were then subsequently adjusted and approved by Committee. These three experiments were later approved by the department's Executive Committee.

In January/February 2017, the Tiger Team released a first version of the PCH Experimentation Framework. This Framework was based on the guidance set out in the Experimentation Direction for Deputy Heads (December 2016), but also added context to make this guidance more relevant for the dominant Grants and Contributions (Gs&Cs) environment at Canadian Heritage. Importantly, this Framework articulated our department's approach to three different levels of experimentation rigour: low rigour; moderate rigour; and high rigour.

By outlining the minimum requirements for an experiment (e.g. hypothesis articulated; measurement and comparison of intervention results with baselined data or historical trends), this PCH Experimentation Framework provided an important basis for enabling experimentation in all of the department's programs. In most programs, the conditions were not and are not present for constructing control groups or conducting randomized control trials. Through the PCH Experimentation Framework, the department has articulated a way to ensure that minimum

standards of rigour are applied to the low and moderate categories of experimentation that present the most opportunities for our department. The Framework has provided the department with a 'common denominator' at which all programs can engage in experimentation, and use as a foundation for growing experimentation capacity and ambition over the years ahead.

Experimentation at Canadian Heritage has also benefitted from complementary efforts that stem from other departmental exercises and priorities. One example is the intersections between experimentation and the department's Grants and Contribution Modernization Project. Recognizing the need to modernize and improve our processes, Canadian Heritage has been engaged in a multi-year project to streamline business processes, reduce administrative burden for our clients, and improve service delivery to Canadians. This project has engaged hundreds of employees at all levels and in all business lines in the organization. The project has helped to develop a culture of testing in the department, and has developed new risk-based processes through iteration and review. These efforts have helped to build internal capacity that we have also been able to channel for our experimentation efforts.

Notably, some of the programs who have undergone preparations to become early adopters of the new model have been able to harness this restructuring to test a new "Fast Track" approach to grants under $5000. This simplified approach to small-value grants, developed in 2016 in cooperation with Treasury Board Secretariat, uses a risk-based approach to reduce the number of internal processing steps in a grant application process from 12 to 5, significantly reducing the average processing time. Six of the experimentation proposals in this plan stem from this Fast Track work, and testing is continuing using an experimental lens. PCH's pioneering work on developing Fast Track in 2016-17 and testing it in 2017-18 has helped to pave the way for developing and implementing the Generic T&C microgrant, which is now of course available to all departments.

Canadian Conservation Institute (CCI) conservators and interns use a marouflage technique to attach a synthetic lining canvas and re-adhere the painting to the wooden support.
CCI 97866-0179

SCALING-UP OUR APPROACH TO EXPERIMENTATION IN 2017

In March 2017 the Treasury Board approved an expansion of the transfer payment toolkit to enable innovative program delivery through Generic Terms and Conditions. These six innovative financial instruments (which can be added to a program's Terms and Conditions through the streamlined process of annexing generic enabling text to the Ts&Cs) include the categories of outcome-based achievement instruments, challenge funding and microgrants. Once information on these new tools was shared by TBS in April, all programs at PCH began to consider the opportunities presented by these Generic Ts&Cs.

In May 2017, all branches at Canadian Heritage were surveyed to identify their plans for experimentation in 2017-18, including possible uses of the Generic Ts&Cs. Though the department's interest in potentially using the Generic Ts&Cs was considerable, the survey results for experimentation were less ambitious than hoped, as only 4 experiments were scheduled to be conducted in the fiscal year. Following the review of these survey results by the department's Executive Committee in June 2017, the Committee identified a need to bring more coordination and corporate support to our experimentation efforts to help enable experimentation in all programs.

In aiming to scale-up our experimentation approach so that it would include all Transfer Payment Programs (TPPs) at Canadian Heritage, all TPPs were asked to develop preliminary Experimentation Plans for 2017-18 for July 2017. The department's Deputy Ministers underscored the importance of this exercise by writing directly to all program directors to make a detailed argument about why experimentation presents a great opportunity for Canadian Heritage. This request was made with an emphasis on the acceptability of exploring any options on the experimentation rigour continuum, whether low, moderate or high. In the end, this exercise yielded many new preliminary experimentation proposals, from almost all TPPs.

From mid-July to mid-September, programs refined these proposals with scaled-up support provided from corporate offices (e.g. Strategic Policy, Planning and Research; Financial Management Branch; Chief Information Officer Branch; Evaluation Services Directorate). Efforts were made to develop experiments that were central to programs' business lines, instead of experimenting on the fringes of their work. Additionally, programs were asked to identify potential next steps for experimentation for 2018-19, with an aim to build off this year's work and increase the level of ambition for next year. Staff across the department benefitted from information and learning sessions related to experimentation during this time.

From mid-September to mid-October, Transfer Payment Programs presented their plans to a Special Committee on Experimentation. This Committee included the Deputy Ministers, Assistant Deputy Ministers, Regional Directors General and Directors, other key executives in the department, and also policy analysts working on experimentation at Canadian Heritage and Treasury Board Secretariat.

EXPERIMENTATION PLANS FOR 2017-18

2017-18 EXPERIMENTATION PLANS IN BRIEF

By mid-October, 26 detailed and ambitious presentations had been put forward to the department's Special Committee on Experimentation from various groups in the department. Of the department's 25 Transfer Payment Programs, 23 were covered by these presentations[1]. Some experimentation plans which were coordinated at the branch level covered multiple funding programs (e.g. Official Languages, Sport Canada).

Experimentation plans, however, were not solely put forward by funding programs. Policy groups, such as Copyright Policy, and Film and Video Policy, designed experimentation proposals that will help to advance exploratory work in emerging priority areas. The Canadian Conservation Institute and Canadian Heritage Information Network, non-funding sub-programs in the department's Heritage Group, developed experimentation proposals to test new ways to assist clients in the preservation of historic artefacts. The department's regional offices also developed experimentation proposals, with a view towards leveraging their grassroots networks in communities across the country to test experimental approaches.

There is a great variety in the scope and content focus among the proposals in these experimentation plans. With 45 individual proposals in total, these experiments cover nearly all of the business lines at Canadian Heritage.

Throughout all of these proposals, there is a consistent methodology that stems from our PCH Experimentation Framework. In all of these proposals there is a problem identified, a hypothesis that is put forward, a new intervention that is tested, results of the intervention which are measured, and a comparison of these results with a historic baseline or control group. This approach, which forms our department's expectations in terms of experimentation rigour, ensures that our experiments meet the definition outlined in the Directive to Deputy Heads on Experimentation.

These proposals can be organized in many ways. In the annexes of this plan, the proposals are categorized by Canadian Heritage's organizational structure (by Sector). Below, three different categories are described through the lens of the Transfer Payment Policy:

(1) Experiments which use the Generic Ts&Cs;

(2) Experiments which required other Ts&Cs amendments; and,

(3) Experiments which are being conducted within existing authorities.

[1] The State Ceremonial and Protocol program was exempted from the department's experimentation exercises given the highly limited flexibility in the design and administration of the program. The Harbourfront Centre Funding Program was also exempted given its similar inflexibility and its scheduled sunset date of March 31, 2019.

1- GENERIC TS&CS

A number of the experiment proposals put forward by Canadian Heritage's programs are premised on testing the use of the Generic Ts&Cs funding instruments as a delivery mechanism that is part of a program's main business lines. All Transfer Payment Programs examined whether the Generic Ts&Cs presented their program new potential funding opportunities that could be employed this fiscal year. The following table captures Canadian Heritage's proposed uses of the Generic Ts&Cs for 2017-18, also some initial proposed uses for 2018-19 as well.

Table 1: Proposed Uses of the Generic Ts&Cs

Program/Branch	Proposed Experiment	Generic Ts&Cs Instrument	Planned fiscal year of delivery
Canada 150 Federal Secretariat	Canada 150 Skating Day	Microgrants	2017-2018
Official Languages	Billingual Advantage (extra-curricular supports for French immersion teachers)	Microgrants	2017-2018
Inter-Action & Multiculturalism Policy	Revitalizing the Paul Yuzyk Award	Microgrants	2017-2018
Canada Cultural Spaces Fund & Atlantic Region	Supporting the success of cultural spaces projects	Microgrants	2017-2018
Building Communities through Arts and Heritage & Atlantic Region	Increasing the participation of Indigenous artists in local festivals	Microgrants (or potentially Outcome Based Achievement)	2017-2018
Inter-Action & Atlantic Region	Increasing exposure to cultural diversity in small communities	Microgrants	2017-2018
Official Languages & Western Region	Encouraging youth participation in Official Language Minority Community programming	Microgrants	2017-2018
Official Languages	Increasing recruitment of volunteers in Official Language Minority Community organizations	Challenge Funding	2018-2019
Building Communities through Arts and Heritage	Apply outcome-based funding approach to Legacy Fund recipients	Outcome Based Achievement	2018-2019

Most of the above plans to deliver these experiments with the Generic Ts&Cs are still in the design stage. Officials from Canadian Heritage have been in regular contact with their counterparts at Treasury Board Secretariat to confirm that these funding instruments are used properly and are compliant with Treasury Board policies. Some of the above proposals may not ultimately be delivered as initially proposed, pending working level discussions. A certain share of changed plans are anticipated though, given that the first uses of these funding instruments is a highly iterative process for all parties involved.

2-EXPERIMENTS THAT REQUIRE OTHER TS&CS AMENDMENTS

There are a small number of other experiments that require Ts&Cs amendments, but are not Generic Ts&Cs. There are fewer of these experiments than first anticipated during our initial planning stages. That is mostly because many of the experiments where we thought we would need Ts&Cs changes, upon detailed consultation with TBS, were deemed to be matters that could be sufficiently addressed through a change to a funding program's application guidelines.

Currently, there are only two experiments that fall under this category. Both proposals are good examples of how the department is seeking to use experimentation to help address policy challenges.

The first relates to the Inter-Action Multiculturalism Program. This program and its regional delivery partners have found that existing fund-matching requirements for supporting multicultural events have been a significant barrier to the development and funding of events in certain areas of the country. The program is proposing to amend its Ts&Cs, hoping to reduce the minimum financial contribution made by multiculturalism event organizers to 25% of total project costs, or 10% of total project costs if youth-led (it currently stands at 50%). The program and its regional partners are aiming to pilot these changes first in Northern Ontario, an area where hate crimes are above the national average but where the Inter-Action Multiculturalism Program receives less than 1% of its applications.

The second proposal in this category is from the Canada Arts Presentation Fund. In this proposal, the program is seeking approval from TBS to expand eligible recipients to include non-incorporated community groups. Currently, only 3% of the program's funded projects were from Indigenous organizations and 5% were from ethno-cultural organizations, though Indigenous and ethno-cultural populations make up 4.3% and 20.6% of the total Canadian population respectively. Program data suggests that formal incorporation status is a significant barrier that is preventing projects from these communities from being funded. Should authorities be granted to allow non-incorporated entities to be funded by the program, the department will test if removing this barrier does in fact allow for more arts events from these communities to be funded by the program.

3-EXPERIMENTATION WITHIN EXISTING POLICY AUTHORITIES

Canadian Heritage's experiments have the potential to generate useful insights that will be beneficial for the department, government and Canadians. In the summaries attached to this plan, there are numerous examples of how such experiments will be carried out using tools which are currently at the disposal of programs and policy shops. Pre-intervention and post-intervention surveys, A/B testing, and business administration improvements are all approaches that can be used to construct experiments within existing policies and processes. Though some experiments are leveraging these approaches in conjunction with Ts&Cs changes, the majority of our department's experiments are being conducted within existing policy authorities.

It is important to emphasize this point. As our programs have moved forward with the design of experimentation proposals, many have found that existing policy requirements do not prevent experimentation. Indeed, the new Generic Ts&Cs provide opportunities to more easily employ innovative funding approaches, but our department's set of proposals demonstrates that there are ample opportunities to experiment outside of the Generics too. Altogether, our department's recent experiences with experimentation has shown that even the smallest programs with very small amounts of flexibility can indeed find a way to experiment.

It should be mentioned, however, that though our programs are finding a way to experiment, there are still certainly implementation challenges. The nature of these challenges is variable, ranging from the administration of other

Treasury Board policies and directives (e.g. Communications) or other internal control processes. In light of this, our department is doing its best to organize its internal supports for experimentation so that corporate processes are appropriately administered and help to nurture experimentation, instead of being unnecessarily burdensome. We are finding that it is necessary to make such adjustments in order to keep the momentum going.

THEMES AND SCALABILITY

The experiment summaries that are annexed to this plan document the full scope of ideas that have been generated through Canadian Heritage's efforts to nurture and advance experimentation. These proposals aim to address a wide range of policy and program challenges, and are very much reflective of the department's overall policy and program priorities. These proposals aim to address real issues in the delivery of programs' core business. We don't consider this to be tinkering on the margins.

From this suite of proposals, there are three overarching themes that merit explanation. The first is our department's inclusive approach to experimentation. Though all of our department's proposals aim to rigorously test new approaches using experimental methodology, some practitioners might not consider all of our interventions to be traditional or technical experiments. This inclusive approach to experimentation is a reality that our department is comfortable with – in fact, we embrace it. Our approach to experimentation allows all parts of our department to apply a common rigorous experimentation lens to their core business. This approach has enabled all business lines to conduct experiments, and to increase the level of rigour that is employed in new methods that they test.

This inclusive approach is resulting in benefits across the board. Programs engaged in initial experimentation efforts (e.g. the Official Languages branch) are harnessing this approach to accelerating the pace of their innovation. Our inclusive approach has enabled other programs like TV5, who would have few to no viable options for experimentation with a more narrow approach, to find a framework that helps them to channel their creativity into development of new and rigorous proposals.

Our approach to experimentation has also allowed the department to expand its experimentation efforts to policy areas (e.g. Copyright Policy), impact assessment (e.g. the new Court Challenges Program), incenting funding recipients to explore experimentation (e.g. Canada Media Fund) and to developing "meta-experiments" where many small experiments tested within a larger initiative (e.g. the variety of experimental survey tools being used to assess our department's efforts to build awareness, understanding, and internal policy and program capacity on Indigenous issues). Overall, this inclusive approach offers the department many more opportunities to apply the rigour of experimentation, and thereby initiate a far greater number of iterative testing and improvement feedback-loops across our operations. This will support our aim to increase rigour and scale-up successes as the department continues to build capacity in experimental design.

A second overarching theme that cuts across all of our proposals is that there is an intentional effort to design experiments that have a range of geographic and community scopes. Many experimentation proposals have been designed with a national perspective, but many others have been designed to be conducted in a regional context, or an even more-focused local context. These differing approaches have been carefully customized with a view towards developing and testing interventions that might have the greatest impact in communities. This is consistent with the department's overall objective to advance experimentation (especially with its Regional Offices) in order to help determine what new approaches work best, all with a view towards contributing to improved outcomes for citizens.

A third theme is how programs are leveraging business process modernization efforts to experiment with innovative new ways of doing their business. All programs at Canadian Heritage are engaged in the department's multi-year project to streamline business processes, reduce administrative burden for clients (funding applicants and recipients), and improve service delivery to Canadians. But some programs are finding ways to build off this transformation activity to also test related initiatives that advance both project and program goals. Some of the experiments that are

being conducted in parallel with business process modernization efforts include:

- Testing how algorithms can streamline certain labour-intensive or slow administrative processes;
- Employing a user-centric approach and harnessing design thinking to simplify application forms; and,
- Simplified reporting processes for recipients of small grants (under $5000) through social media.

The emergence of some common themes in these experiment proposals highlights the potential value of developing scalable approaches to these common issues. If multiple programs are raising similar issues and challenges to address through experimentation, there are surely other groups that face the same problems too. This underscores the potential upside of scalable solutions, and the potential for high returns on investment.

With this in mind, the department is paying special attention to these experiment proposals to ensure that they are designed and delivered in a way that optimizes the potential to scale successful interventions and learn from their limitations. What's more, some of the proposals are already designed to be scalable. For instance, many experiments proposed by the Regional Offices were designed in a way so that the project could be easily reproduced in other regions if the pilot was successful.

THE PATH FORWARD FOR EXPERIMENTATION AT CANADIAN HERITAGE

LESSONS LEARNED AND IMPACTS FROM OUR EXPERIMENTATION EFFORTS

Through our department's work on experimentation over the past couple years, we have tried a few different approaches to experimentation and have accumulated a number of helpful lessons learned. These lessons have shaped our recent work in 2017, and are guiding our path forward.

One of the biggest enablers to experimentation that we have found is that it is critically important to identify the right starting point. In our early efforts, we began by studying cutting-edge experimental methods, and then exploring how we might be able to apply those methods to our context. Unfortunately, through this approach only a small number of programs found experimentation methods that fit their context. And even then, our department's first experiments were not central to programs' business lines – these experiments were on the margins of the scope of programs. In short, the majority of programs in the department initially felt that experimentation wasn't for them.

Having struggled through these first steps in our department's approach to experimentation, we have now course-corrected. We've shifted our experimentation starting point from a methodology perspective to a problem-identification perspective. All programs and policy shops have problems to solve. By starting with the problem, and then applying the lens of experimentation to add rigour and measurement to our response to the problem, we've found an approach that can be utilized by all groups in our department.

This approach to experimentation has already had cascading effects. Experimentation has encouraged programs to highlight their challenges in a new way. There is a growing confidence their proposed responses to these challenges are more rigourous than previous efforts now that they are using an experimentation lens.

The experimentation method outlined in our PCH Experimentation Framework (starting with an issue, forming a hypothesis, testing a new intervention, measuring it, and comparing results to a baseline or a control group) has resonated beyond designated experimentation projects too. This logic is becoming increasingly prevalent in our policy development, performance measurement, cabinet documents and funding proposals.

Policy and program groups in the department are beginning to adopt a more experimental mindset too. By developing an increasing familiarity with experimental approaches, programs are developing new experiments that build on their current experiments. This is fostering a more iterative work environment, akin to the Kaizen approach of continuous improvement. Experimentation provides a framework to innovate in a focused and rigourous way, and our programs are aiming to capitalize on that.

With this in mind, we are building experimentation into the core business of all policy, program, and corporate business lines in the department. We are developing new approaches to evaluation and risk that incorporate experimentation, and that emphasize both the upsides and downsides of an experimental approach. Canadian Heritage is increasingly realizing its aim to operate with a 'fail forward' mindset, where we learn from our small and contained failures and use that to inform improved subsequent approaches. Experimentation appears to be a catalyst in helping to advance this culture change.

EXPERIMENTATION: AN OPPORTUNITY TO "FAIL FORWARD"

The topic of failure and experimentation merits further discussion. It is generally understood that risk tolerance needs to be elevated for experimentation efforts, as the very nature of experimentation dictates that the intervention might not work out. In Canadian Heritage's case, some of the ways we have managed risk is by planning experimentation interventions that account for only a small percentage of program budgets, or by ensuring that risk is spread out over many different recipients of small-value grants. In any case, experimentation provides a great opportunity to exercise modern risk management, where a certain small amount of failure is accounted for and anticipated.

At Canadian Heritage, we believe that failure in experimentation is unavoidable, and can also be useful. We are entirely accepting of constructive failures in experimentation, where we might learn useful insights from an experiment, even if the hypothesis is not realized. In fact, we are so committed to the benefits of this type of failure that we are in fact aiming to fail in 10-30% of our experiments. There are different types of failure though, and we are hoping to have more failures that are constructive than those which are not.

One of the best types of failure, which we hope to encounter in at least some of our proposals, is what we have classified as 'negative result' experiments. This is where an experiment is fully implemented and conducted, but the hypothesis is not achieved[2]. This allows us to determine if the existing approach is superior to a hypothesized alternative. If we were to generate positive results in 100% of experiments, then that would tell us that our level of ambition for experimentation is too low (i.e. that only 'safe', minor improvements were tested). We should be experimenting with new approaches that merit testing, not with approaches that already work and don't need to be tested further.

A second type of failure, which is less helpful but still acceptable in limited situations, is a failure to follow-through on implementation of a planned experiment. This may occur because new evidence has recently become available, or because an unknown factor emerged after the experiment proposal was developed. Though we anticipate that our department may have five or fewer instances of this type of failure in our set of experimentation proposals, we are trying to minimize these types of failures. There is not much that can be learned from an experiment that doesn't get implemented, so we are doing our best to ensure that all approved experiment proposals are feasible and viable. These implementation failures will be counted as part of our experimentation failure rate (along with negative results), but it is certainly a less instructive category of failure.

Ultimately, Canadian Heritage thinks that it is healthy to plan for a certain level of failure in our experiments, because doing so helps us keep our momentum moving forward. Failures are acceptable if we learn from them, and are much more preferable to failures at a much larger scale. That is the essence of the 'fail forward' ethos that the department has been aiming to put into practice in recent years. If we are going to fail, then we want to fail small and fail fast. That way, we can find what works more quickly, and then we can scale those successes. Instead of getting stuck on small failures, we recognize that they are necessary, that we need to learn from them, and that we then need to regroup and keep trying to move forward.

[2] This can be a "null hypothesis" result where the treatment has no significant effect, or it can be an even more negative result where the results are actually worse as a result of the experimental intervention.

APPROACH AND INITIAL PLANS FOR 2018-19

Canadian Heritage has already sketched out the next steps in its experimentation agenda. For 2018-19, all Transfer Payment Programs will be asked to design new experiment proposals, but with a slightly higher level of ambition. Some programs have already outlined plans for 2018-19, and others will be developing their proposals in the coming months. Many programs' new proposals will build on their current experimentation work, though we do anticipate some new interventions to be tested as well. Additionally, there is some likelihood that some experiments from 2017-18 will be scaled to other programs or regions to test the intervention in those environments.

To complement our department's accelerating work in experimentation, we are aiming to provide more information resources to our colleagues in other departments to better share our experiences and help advance experimentation across the Government of Canada. Through our collaboration with Treasury Board Secretariat and the ADM Committee on Experimentation, we will be sharing our best practices and lessons learned. And we will be communicating these lessons learned to Canadian citizens too, by featuring our experimentation approach in Canadian Heritage's Departmental Plans and Departmental Results Reports.

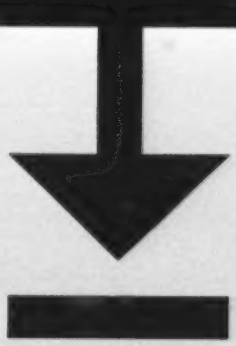
The department will also be doing more to keep building internal capacity on experimentation. In order to help bring more clarity to internal processes that relate to experimentation, the Office of the Chief Audit Executive will be finalizing a risk and control framework to formalize roles and accountabilities. To create better links between programs and corporate services in the domain of innovation and experimentation, a new network of Innovation and Experimentation Agents will be developed and embedded in program sectors with a mandate to facilitate experimentation design and implementation. And additionally, the department's Policy and Program Design Committee will play a new function of reviewing the results of experiments, identifying opportunities to scale up successful efforts, and be charged with making investment recommendations.

Altogether, experimentation will become an even more integral part of the department's strategic direction in 2018-19. Our efforts in experimentation will continue to involve all business lines, and have already begun to be integrated into annual planning and risk management cycles. Canadian Heritage's Departmental Plan for 2018-19 features experimentation plans that support all Core Responsibilities, and highlights experimentation as a key response to the risk of potentially declining policy and program impact. As the year goes on, there will be even more opportunities to integrate experimentation into more cyclical processes, including medium-term policy development. We look forward to sharing more information about the results and lessons learned in 2018-19 in future reports.

ANNEXES A

PROGRAM EXPERIMENTATION PLANS

The following fiches are summaries of the experimentation plans that were proposed to Canadian Heritage's Special Committee on Experimentation in September and October 2017.



Cultural Affairs Sector

CULTURAL AFFAIRS SECTOR

CANADA ARTS PRESENTATION FUND

Increasing access for Indigenous and ethno cultural communities

Problem/Opportunity identified:

The Canada Arts Presentation Fund program provides support to approximately 600 arts festivals and presenters (and their support organizations) each year. However, there is an under-represented number of funded projects from Indigenous and ethno-cultural communities. In 2016-2017, 3% of projects funded were from Indigenous organizations (compared to the total Canadian indigenous population of 4.3%) and 5% of projects were from ethno-cultural organizations (compared to the total Canadian ethno-cultural population of 20.6%).

Intervention(s) to Test:

The program's research question is whether its eligibility requirement for applicants to be not-for-profit organizations incorporated under Part II of the Canada Not-For-Profit Corporations Act (or under corresponding provincial or territorial legislation) is a barrier for groups and associations from Indigenous and ethno cultural communities when applying to the program.

The program's hypothesis is that modifying the eligibility criteria of the program's Development Component to include non-incorporated organizations and ad hoc community groups from Indigenous and ethno cultural communities will result in more applications from Indigenous and ethno cultural communities. The program will then evaluate the extent to which these changes affect the risk profile of the program.

Desired Results:

- Increase in the number of applicants from Indigenous and ethno cultural communities.
- Ensure Canadian artistic expressions and cultural content are accessible in all regions of the country.

CULTURAL AFFAIRS SECTOR

CANADA ARTS PRESENTATION FUND

Increasing access for Indigenous and ethno cultural communities

Measures and Comparisons:

The effectiveness of the intervention will be measured by comparing the number of applicants from Indigenous and ethno cultural communities against the baseline from previous years. Each region's results will be measured with those from the previous year.

Actual Results:

To be determined.

Areas for Further Exploration:

- Modify the eligibility criteria to include other priority groups like youth or other emergent disciplines like the disabled arts.

CULTURAL AFFAIRS SECTOR

CANADA ARTS TRAINING FUND

Increase enrollment in Indigenous arts training schools

Problem/Opportunity identified:

The Canada Arts Training Fund supports the training of artists with high potential through institutions that offer high calibre training. In addition, it provides financial support to some training that reflects Aboriginal and culturally diverse artistic practices. Currently, Indigenous arts training schools are experiencing challenges in attracting students. A much smaller number of applicants apply to these schools when compared to other schools funded by the program.

Intervention(s) to Test:

The objective of the initiative is to test if direct contact with Band Councils and communities will increase successful applications to Indigenous arts training schools. The hypothesis is that increasing outreach by direct contact with Band Councils and isolated communities should lead to an increase of applications to Indigenous arts training schools. The three Indigenous schools currently funded already have an outreach component as part of their normal operations, which includes mail outs, use of social media, etc.

The intervention is to provide additional funding to all three Indigenous training schools funded by the program as the additional funds set aside for experimentation will permit the schools to focus part of their outreach activities on direct contact with Band Councils. The recipient schools will then engage a number of Band Councils in a region, province or territory in addition to other online outreach activities. The target population for the intervention is young adult Indigenous individuals within 18-30 years of age.

The program will set aside $150,000 over two years for resources to support this intervention, beginning in the 2018-2019 fiscal year.

CULTURAL AFFAIRS SECTOR

CANADA ARTS TRAINING FUND

Increase enrollment in Indigenous arts training schools

Desired Results:

- Increased student interest and enrollment at Indigenous arts training schools.
- Increase in the number of successful applications to the program.
- Promote and celebrate Indigenous culture.

Measures and Comparisons:

Band Councils approached for this initiative will be randomly selected. Statistical data will be collected by the recipient schools. The intervention's effectiveness will be determined by measuring the number of additional applications at Indigenous arts training schools and the additional successful enrollment of students at these schools. This will then be compared to baseline data from previous years.

Actual Results:

To be determined.

Areas for Further Exploration:

- Sharing lessons learned with all Indigenous arts training schools and others for them to improve or modify their recruitment efforts.

CULTURAL AFFAIRS SECTOR

CANADA BOOK FUND

Streamlining application and funding allocation processes

Problem/Opportunity identified:

The Canada Book Fund (CBF) has been identified as an early adopter of measures aiming to improve the delivery mechanisms of grants and contributions programs.

Intervention(s) to Test:

The CBF will be working with the departmental Grants and Contributions Modernization Project (GCMP) team to test two new approaches that could simplify the application process and the allocation of funds by the programs.

The first initiative involves a common budget template that, when finalized, will be integrated into the modernized grants and contributions management system. It is hypothesized that the common template will reduce the rate of errors by applicants and improve the quality of their applications. This will in turn reduce the time spent on analysis by program officers, thereby simplifying and accelerating the workflow for the program.

The CBF's other intervention is to develop a tool to streamline the allocation of funding for projects that are similar in nature, using the program's professional development and *salons du livre* applications as pilot projects. The Department's Celebrate Canada program team is already using this approach to allocate a portion of its funding; applicants receive the same grant or contribution (flat amount) for projects of similar nature. The purpose of this initiative is to make the evaluation process more efficient (e.g. less case-by-case review) and to allocate funding in a more objective and equitable manner.

Desired Results:

- More efficient workflow for the program team.
- Improve the quality of applications and reduce errors.
- Reduce analysis time by program officers leading to quicker turnaround times.

CULTURAL AFFAIRS SECTOR

CANADA BOOK FUND

Streamlining application and funding allocation processes

Measures and Comparisons:
For both initiatives, the CBF will measure the amount of program officer processing time that is saved by the simplified processes. Existing processing time averages will be used as the baseline data for comparison.

Actual Results:
To be determined.

Areas for Further Exploration:
To be determined.

CULTURAL AFFAIRS SECTOR

CANADA BOOK FUND

Authors' involvement in promoting their books

Problem/Opportunity identified:
The key objective of the Canada Book Fund (CBF) is to ensure access to a diverse range of Canadian authored books. One of the ways it achieves this objective is by contributing financially to the marketing and promotion of Canadian authored books. In the current global digital market, readers have more reading choices than ever. This abundance of choice means that it has become more difficult for each individual title to stand out and to attract a reading audience.

Intervention(s) to Test:
The CBF hypothesizes, based on research and anecdotal evidence, that promotion by authors can positively contribute to the discovery of books. In order to validate or negate its hypothesis, the CBF will begin research on the subject in 2017–2018.

Desired Results:
To increase the discoverability of Canadian-authored books.

Measures and Comparisons:
October 2017: Conduct a survey of current CBF recipients to obtain their point of view on the usefulness and effectiveness of promotion by authors.

January 2018: If the survey results are conclusive (sufficient interest in promotion by authors), include a box on the 2018–2019 application form for the amounts currently allocated by publishers to authors' involvement in promoting their own books.

CANADA BOOK FUND
Authors' involvement in promoting their books

Actual Results:
To be determined.

Areas for Further Exploration:

- **April 2018:** If the survey results are conclusive and the CBF included a box to this effect on its 2018–2019 application form, it is at this time that the program will gather data on the amounts currently allocated by publishers to authors' involvement in promoting their own books.
- **September 2018:** If, after the data are collected, the CBF considers that the promotion of books carried out directly by their authors is an important and effective marketing tool, the program will design an experimentation project that will lead to program modifications intended to encourage publishers to invest more in this marketing method.
- **April 2019:** Design and implementation of a large-scale experimentation project (Phase II) that will be based on the results of previous actions. Various program modifications may be explored during this phase.
- **Fall-winter 2019–2020:** Announcement of potential modifications to the various program components arising from experimentation Phase II. For example, the CBF could offer a type of direct support for promotion, or consider developing support measures that will encourage publishers to invest more in involving authors in promotion.
- **2020-2021:** First fiscal year in which CBF modifications arising from the experimentation project will be implemented.

CULTURAL AFFAIRS SECTOR

CANADA BOOK FUND
Collective projects or individual projects?

Problem/Opportunity identified:
The key objective of the Canada Book Fund (CBF) is to ensure access to a diverse range of Canadian authored books. One of the ways it achieves this goal is by contributing financially to the marketing and promotion of Canadian authored books.

The CBF has noticed that, in recent years, book sales by publishers that request publishing support have diminished, and their promotional expenses have also decreased. At the same time, applications for collective projects under the Support for Organizations stream, in particular regarding marketing and technology, have increased substantially.

Intervention(s) to Test:
How can the objective of promoting Canadian-authored books be achieved most effectively? Is support for collective projects (the CBF's current approach) an effective way to promote Canadian-authored books? Would direct support for publishers yield better sales results?

Desired Results:
To increase sales of Canadian-authored books.

Measures and Comparisons:
The CBF will compare the sales results of an experimental group with those of two comparison groups. The experimental group will be comprised of six publishers that will each receive $5,000 in financial support to promote five of their books (a total of $30,000 to promote 30 books).

The comparison groups will be collective promotion projects (promoting books with multiple publishers) led by a partner association, according to the CBF's traditional project model. One of these projects is already being funded by the CBF. The other project will be an entirely new collective promotion initiative, also led by the same partner association. The two projects will promote around 30 books each so that they can be compared to the experimental group.

CANADA BOOK FUND
Collective projects or individual projects?

October to December 2017 – Development of detailed project methodology (identification of partners, period of experimentation, data collection on actual results, data collection tools, partner recruitment and approach, etc.).

January to April 2018 – Implementation of experimentation project begins. The recipients that are part of the comparison groups and the experimental group will put in place the book promotion activities accepted for the project.

Actual Results:
To be determined.

Areas for Further Exploration:

- **April to June 2018** – Implementation of experimentation project continues and ends. The recipients that are part of the comparison groups and the experimental group will put in place the book promotion activities accepted for the project.
- **September to December 2018** – The sales results of the books promoted during the project are received, compiled and analyzed. The report and conclusions to be drawn following the experimentation are prepared.
- **January to March 2019** – If the experiment shows that the relative increase in sales is greater when promotion is carried out collectively, the current method of intervention used by the Support for Organizations stream will be considered as meaningful and effective.
- Conversely, if the experimentation project shows that the relative increase in sales is greater when the funds are provided directly to publishers, the CBF will design a new experimentation project to validate the results on a larger scale (more financial resources, more publishers, more titles, etc.) and will consider, where applicable, program modifications.
- **2020–2021** – First fiscal year in which CBF modifications arising from the experimentation project will be implemented.

CULTURAL AFFAIRS SECTOR

CANADA CULTURAL INVESTMENT FUND

Increase collaborative problem solving

Problem/Opportunity identified:

Used to working individually, arts and heritage organizations have limited resources to identify and address complex challenges. Potential applicants for Strategic Initiatives funding have reported on the difficulty of forming partnerships to come up with new and innovative ideas that address common challenges. Applications are regularly rejected by the Program for having underdeveloped partnerships or poorly defined project proposals.

A small number of projects have been approved to date for this program component. Of 300 applications to the program since 2010, only 81 projects have been approved for an approval rate of 27%. Since the elimination of a two-step approach in 2015, 41% of projects submitted have been approved.

Intervention(s) to Test:

The program's hypothesis is that there will be an increase in the quality of proposals and the application approval success rate if there is an incentive before formal application to encourage collaborative problem solving and the development of strategic partnerships. The objective of the project is to make space for new and creative collaborations and stimulate new ideas through small grants. The program also wants to compare the group of applicants who have benefitted from small grants with applicants who have not to evaluate the impact on quality of proposals and the approval success rate. The intervention is to offer small grants between $1,000 and $5,000 prior to making an application in order to bring community stakeholders from across sectors (cultural experts, information technology experts, academics, students, business leaders, etc.) together to address challenges faced by arts and heritage organizations. The collaborative problem solving projects could include design thinking sessions, social labs, incubators and hackathons.

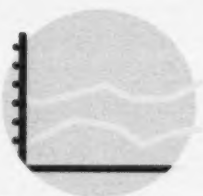
There will be a call for proposals on an ongoing basis for one year. The program anticipates to support 30-40 collaborative problem solving exercises.

CULTURAL AFFAIRS SECTOR

CANADA CULTURAL INVESTMENT FUND
Increase collaborative problem solving

Desired Results:

- More innovative solutions to improving business practices.
- Increased collaboration among arts and heritage organizations and community stakeholders.
- Early-stage engagement and collaboration between organizations and community.
- Improved quality of project proposals.



Measures and Comparisons:
The program will use existing proposal evaluation criteria, but will compare the scores of collaboration-assisted projects to those who do not receive the incentive.

Actual Results:
To be determined.

Areas for Further Exploration:

- This model of short-term collaborative problem solving could be used by potential applicants as a first step towards applications for funding to other programs and could potentially be integrated as a permanent funding mechanism within the program. It could also serve as a model for other government departments dealing with similar issues.

CULTURAL AFFAIRS SECTOR

CANADA CULTURAL SPACES FUND
Influence the development of creative hubs

December 2017 Update:
Through a series of discussions with organizations who either have or potentially could develop creative hub projects, Arts Policy Branch has concluded that shared, public space is in fact key to the successful development of a creative hub. Virtually every organization indicated that such a space was a key element of a creative hub. Additionally, international comparisons to benchmark characteristics of creative hubs clearly demonstrate the value of and requirement for public access space. Furthermore, research undertaken by the Canada Cultural Spaces Fund (CCSF) into previously funded projects with aspects of creative hubs demonstrated that a majority of these projects include some form of public access space.

Based on its more developed understanding of the role of public access space in creative hubs, the CCSF has determined that this element should be mandatory; thus an intervention geared to determine their importance is no longer required, and Arts Policy Branch proposes that this intervention not take place.

The CCSF proposes to undertake work with the Innovation and Experimentation team within the Deputy Minister's office to consider other areas for potential innovations, and will return to the Executive Committee in 2018-19 with the results of this design exercise. As part of this exercise, the CCSF will consult with potential interested parties such as the Canadian Film Centre and the National Film Board.

Problem/Opportunity identified:
Canadian Heritage's Creative Canada strategy will include an investment of $300M over 10 years in support of the development of creative hubs. These hubs are intended to allow creative entrepreneurs, arts organizations and artistic creators to share space, technology, and resources, and provide them with opportunities to develop collaboration and idea exchange. The program believes that the physical design of a creative hub has an important influence on the relative success of this endeavor.

Intervention(s) to Test:
The program's research question is how program funding can be used to promote collaboration between the users of a creative hub. The objective of this project is to promote the inclusion of a shared, public space where users can encounter each other's work as this will create opportunities for collaboration as compared to hubs that do not have this type of shared space. The hypothesis is that users of a creative hub space are more likely to seek out and develop partnerships with other users of that space when they are provided with a physical space to view and encounter each other's work. By choosing to promote the inclusion of this element in creative hubs, the program can influence the success not only of the creative hubs, but the success of the users of those hubs as well.

CULTURAL AFFAIRS SECTOR

CANADA CULTURAL SPACES FUND

Influence the development of creative hubs

The program will use the Treasury Board Secretariat's Generic Terms and Conditions (base payment plus premium) to influence the development of creative hubs. Up to 10% of the budget will be used for this intervention. The project will begin in 2018-19 for 3 years.

Desired Results:

- Creative hubs that feature a physical collaboration space contribute to the success of the creative hub and of its users.

Measures and Comparisons:

The program will develop and identify the indicators used to measure the project's impact. The program has historically funded a number of hub-style projects which will be contacted in order to seek data on the level and types of collaborations which have occurred. This data can assist the program in developing both the indicators for success, and a baseline of activity. The comparison group for this experiment is creative hub projects which do not include a shared public access space that receive funding from the program.

Actual Results:

Not applicable.

Areas for Further Exploration:

- Inclusion of shared access space as a means for prioritizing support of creative hubs.

CULTURAL AFFAIRS SECTOR

CANADA MEDIA FUND

(BROADCASTING AND DIGITAL COMMUNICATIONS BRANCH)

Develop an experimentation approach

Problem/Opportunity identified:

The Canada Media Fund is a public private partnership between the government of Canada and Canadian cable, satellite, and IP distributors also known as Broadcasting Distribution Undertakings (BDUs) who all contribute to the fund. The Fund fosters, promotes, develops and finances the production of Canadian and digital media content. Broadcasting and Digital Communications Branch sees an opportunity to support the recently announced Creative Canada strategy by having the Fund engage in experimental activities.

Intervention(s) to Test:

The Fund will take a number of different approaches towards advancing experimentation.

The Broadcasting and Digital Communications branch has proposed to add specific language about formal experimentation to the guiding principles of the Fund's contribution agreement through the upcoming renewal process. It is hoped that this will help to extend the focus on experimentation to all components of the Fund, thereby providing an experimental lens that can help to inform and guide other program improvements.

Desired Results:

- Support innovative projects through the Experimental stream.
- Use experimentation as a lens to bring greater innovation and measurement rigour to other components of the Fund (e.g. Convergent stream).

Measures and Comparisons:

Given the nature of BDC's funding relationship with the Fund, specific experiments with measures have not been scoped out. Specific performance measures and comparisons still need to be identified.

CULTURAL AFFAIRS SECTOR

CANADA MEDIA FUND
(BROADCASTING AND DIGITAL COMMUNICATIONS BRANCH)
Develop an experimentation approach

Actual Results:
Actual results will follow should measures and comparisons be identified.

Areas for Further Exploration:
To be determined.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND

Communications infrastructure for Indigenous community's initiative

Problem/Opportunity identified:

Indigenous artists and entrepreneurs face a number of unique challenges in the music industry. While a study on this by the program is forthcoming, the Canada Media Fund did produce a study in 2016 on the film industry which found that funding is understood as fragmented and inadequate. Creators found the bureaucratic landscape difficult to navigate and thought that many of their peers would be unaware of the range of options available to them to get their projects made.

Intervention(s) to Test:

The program hypothesizes that a co-design initiative would be an opportunity to generate insight into the challenges faced by members of Indigenous communities working in the music industry. The program's objective in this project is to produce a tool which can better communicate available funding mechanisms to Indigenous community members.

The intervention is to enlist a mobile application design company familiar with co-design projects to design and produce the mobile application. The program will set aside program funds which will be reserved in the 2019-2020 fiscal period.

Desired Results:

- Increase in applications to the Canada Music Fund.

Measures and Comparisons:

Still in development.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND

Communications infrastructure for Indigenous community's initiative

Actual Results:
To be determined.

Areas for Further Exploration:
To be determined.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND
Music marketing specialist's initiative

Problem/Opportunity identified:
Entrepreneurs in the music industry face a fragmented marketing landscape due to the industry shift from physical sales and digital downloads to streaming, the decline of print media, and the proliferation of social media and the increasing presence of varied digitally-based music discovery avenues. With this has come increasing competition among artists to be discovered and heard online. Increasing the discoverability and international presence of Canadian artists and their music are key priorities going forward for the Canada Music Fund program. While the modernized program will redistribute funding from production projects to international and digital initiatives that enhance the visibility and discoverability of Canadian artists, the program sees an opportunity to further encourage innovation within the Canadian music industry through experimental initiatives.

Intervention(s) to Test:
The program hypothesizes that supporting the hiring of music marketing specialists will provide Canadian music entrepreneurs with the capacity they need to promote their content effectively and grow overall revenues.

The intervention is to provide support to a total of five companies for hiring music marketing specialists. The program would reserve program funds for this in the 2018-2019 and 2019-2020 fiscal periods. The announcement of the initiative could be made directly to the entrepreneurs in 2017-2018 and marketing specialists could be hired as early as April 2018. The program will send a Request for Proposal to a number of labels, publishers, and managers from across Canada requesting a strategic marketing plan for 2018-2019 aimed at hiring a music marketing specialist, and an overview on how these funds could help contribute to greater success.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND

Music marketing specialist's initiative

Desired Results:

- Greater revenues due to more discoverable content.
- Greater opportunities for music entrepreneurs to promote content.

Measures and Comparisons:

The intervention's success will be measured by comparing the performance of entrepreneurs that received support to other entrepreneurs that submitted Request for Proposals. The metrics for success would largely be based on the revenues from participating entrepreneurs for the four years prior to their participation in the initiative. The program will calculate an average year-on-year growth percentage based on this data. At the culmination of the initiative, the participating entrepreneurs will report actual revenues for the year of their participation in the initiative to be compared with the average revenue growth rate calculated by the program. A rate of revenue growth in this final period elevated above the calculated average year-on-year growth rate will signify the success of the initiative. Participating entrepreneurs will also complete an exit survey identifying the key contributions of the marketing specialist and the effect of these contributions on the commercial success of the artists whose marketing campaigns they contributed to.

Actual Results:

To be determined.

Areas for Further Exploration:

To be determined.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND

Professional mentorship for official language minority community entrepreneur's initiative

Problem/Opportunity identified:

The Canada Music Fund is aware of the challenges facing minority francophone communities working in the music industry. Few Francophone professionals from Official Language Minority Communities succeed in building strong businesses capable of supporting local official language minority artists. For artists, a lack of professional services in their region may mean having to manage much of their career alone and, in turn, missed opportunities for development. They have little time and resources to attend training.

Intervention(s) to Test:

The program's hypothesis is that mentorships will improve the overall growth of revenue for Official Language Minority Community entrepreneurs by enabling them to expand both the number of revenue generating activities and the effectiveness of those activities.

The intervention will be to recruit five Official Language Minority Community entrepreneurs. The initiative will involve either classroom meetings or one on one meetings between the mentor and entrepreneur in the entrepreneur's work environment. The mentorships will be concentrated in New Brunswick, which is home to a substantial Official Language Minority Community population. Mentors will target general challenges of Official Language Minority Community entrepreneurs, including the lack of professional infrastructure, artistic collaboration, navigating mandates of cultural community organizations, media distribution and export, digital technology, and data management.

Desired Results:

- Greater revenues for Official Language Minority Community entrepreneurs.

CULTURAL AFFAIRS SECTOR

CANADA MUSIC FUND

Professional mentorship for official language minority community entrepreneur's initiative

Measures and Comparisons:

The effectiveness of the intervention will be measured by comparing the effect of mentorship programs for Official Language Minority Community entrepreneurs with the revenues from participating entrepreneurs for the four years prior to their participation in the initiative. The project team will calculate an average year-on-year growth percentage based on this data. At the culmination of the initiative the participating entrepreneurs will report actual revenues for the year of their participation in the initiative and compare it with the average revenue growth rate. The intervention will be successful if the rate of revenue growth in this final period is elevated above the calculated average year-on-year growth rate. Along with this metric, participating entrepreneurs will complete an exit survey identifying the key contributions of the mentor and the effect of his or her contributions to the overall operation of the company. The exit survey will work to qualify the aspects of the initiative that worked and those that did not.

Actual Results:

To be determined.

Areas for Further Exploration:

To be determined.

CULTURAL AFFAIRS SECTOR

CANADA PERIODICAL FUND
Highway to Export

Problem/Opportunity identified:
The Canada Periodical Fund provides financial assistance to Canadian print magazines, non-daily newspapers and digital periodicals to enable them to overcome market disadvantages and provide readers with the content they choose to read. The Business Innovation program component offers support for projects to eligible small and mid-sized print magazine and digital periodical publishers.

Intervention(s) to Test:
The program hypothesizes that there are fewer export initiatives planned by publishers because the application process for the Business Innovation component is complex and time consuming. The program's objective is to simplify the application process, which will then increase the number of applications to the program.

The intervention will be to create an accelerated process for applications that are $10,000 or less. This process will include a simplified application form with a reduced number of fields to fill in. Funding decisions will be made in less than 5 weeks.

The program has allocated $150,000 for the intervention.

Desired Results:

- Increased number of applications to the program.

CULTURAL AFFAIRS SECTOR

CANADA PERIODICAL FUND
Highway to Export

Measures and Comparisons:
Effectiveness of the intervention will be measured by the number of applications received and approved, processing time of the files, and the number of new clients. Baseline data from previous years and concurrent data from other recipients will be used as comparisons.

Actual Results:
To be determined.

Areas for Further Exploration:

- Consider opportunities to apply lessons learned about this approval approach to other programs with low risk, low complexity files.

CULTURAL AFFAIRS SECTOR

COPYRIGHT POLICY

Increasing copyright literacy and entrepreneurial capacity of Canadian creators

Problem/Opportunity identified:

Creators, particularly ones that are currently emerging and exploring/exploiting digital business models, often struggle with a basic understanding of copyright. Yet, understanding and managing rights and responsibilities – or copyright literacy – are core business skills tied to innovation and creative entrepreneurship in the digital era.

Intervention(s) to Test:

The program's objective for this project has been to increase copyright literacy and support the entrepreneurial capacity of Canadian creators. The project is currently in Phase 1. The experimental plan is being developed with the funding structure, partnerships, timelines, and contracts.

The intervention will occur in Phase 2. Participants will experience either a 40 hour course on copyright literacy integrated with entrepreneurial training, or a 2 hour stand-alone copyright literacy course. Evaluation for the experiment will take place in phase 3.

Desired Results:

- Increase in copyright literacy.
- Greater entrepreneurial capacity of Canadian creators.

CULTURAL AFFAIRS SECTOR

COPYRIGHT POLICY

Increasing copyright literacy and entrepreneurial capacity of Canadian creators

Measures and Comparisons:

The current proposed methodology is to establish two treatment groups, A and B, during Phase 2. Both groups will receive a pre-intervention survey at the onset of the experiment and a post-intervention survey after the experiment. However, experimental group A will receive copyright literacy as stand-alone training for individual learners whereas group B will receive copyright literacy integrated into an entrepreneurial 101 training for individual learners. The experimental design continues to evolve as the delivery team is established. It will be finalized at the end of Phase 1.

Actual Results:

To be determined as the project is still within Phase 1 of the experimental design.

Areas for Further Exploration:

As a policy experiment, the results of this experiment will contribute to an evidence base that may influence key conversations with potential partners in emerging creator spaces, copyright stakeholders and copyright policy end-users.

CULTURAL AFFAIRS SECTOR

FILM AND VIDEO POLICY/COPYRIGHT AND INTERNATIONAL TRADE POLICY

Discoverability of Canadian films on social media

Problem/Opportunity identified:

To inform policy analysis, Film & Video Policy utilizes a wide variety of data concerning the performance of the screen-based media production industry in Canada. However, the team has little data on how films are discovered and how this impacts performance.

Intervention(s) to Test:

The goal of the project is to inform policy analysis by gathering evidence regarding how films are discovered and discussed online and exploring the potential of analytics to inform diagnostics. The program has engaged a data broker that uses Natural Language Processing techniques to analyze and report on social media engagement (likes, posts, comments, shares on Facebook, Twitter, Instagram, and Youtube) related to a sample of 100 Telefilm-supported Canadian films.

The project has several phases with different hypotheses guiding each phase throughout the experiment. The hypothesis driving phase 1 is that social media engagement analysis is a reliable tool to measure the discoverability of Canadian films by demographic and location. The hypothesis for phase 2 is that there is a relationship between discoverability and online consumption of a film that can be used to create an economic model for a film's performance. The purpose of phase 3 is to complete phases 1 and 2 on a larger sample of films and include TV in order to reevaluate and refine the model developed in phase 2.

The team is currently in phase 1 of the experiment which started on September 2017 and will run until March 2018. The goal in phase 1 is to establish the project charter and stakeholders, secure the contract for the analytics partner, and complete an initial discoverability analysis. Phase 2 will take place between Quarter 3 and 4 of 2018. Here the goal will be to obtain a report with findings of the analysis, evaluate, and report on the success.

Desired Results:

- A more complete view of discoverability and its relationship to film performance.
- A more complete view of performance of cultural products for PCH policymakers.
- A prototype method to assess the discoverability and performance of cultural products.
- Opportunity to support development of an innovative new market player in cultural sector analytics.

CULTURAL AFFAIRS SECTOR

FILM AND VIDEO POLICY/COPYRIGHT AND INTERNATIONAL TRADE POLICY

Discoverability of Canadian films on social media

Measures and Comparisons:

Phase 1 is about gathering baseline data about the reach of films online and how they are discovered by audiences. That baseline data will be compared and contrasted during phase 2 with available performance indicators including box-office and views on conventional and specialty television. In addition to looking at the link between discoverability and performance, phase 2 will also attempt to address the "data gap" regarding performance on over-the-top services.

Actual Results:

To be determined as the project is still within phase 1 of the project. If phase 1 and 2 are successful, performance indicators used for policy development will reflect not only how content is consumed, but how "discoverable" it is.

Areas for Further Exploration:

- The potential to scale beyond film, into other cultural industries, will be assessed. Further exploration of how social media engagement metrics could be used to generate insights that are of value to policy development will be done.

CULTURAL AFFAIRS SECTOR

TV5 PROGRAM
Earlier release of grant funding

December 2017 Update:
In October, the TV5 program decided to go ahead with the experimentation approach of attempting to delay TV5MONDE payment to the next fiscal year and free up to $8M from TV5MONDE budget for other departmental projects or pressures. The TV5 program learned in late November that this option would not be feasible, despite the Department's best efforts to arrange for this novel funding approach. The program will re-evaluate its experimentation proposal and consider new options for the 2018-2019 fiscal year.

Problem/Opportunity identified:
The TV5 program has two eligible recipients, TV5MONDE and TV5 Quebec Canada. TV5MONDE enables Canadian productions to be presented around the world. TV5 Quebec Canada provides Canadians with access to a rich and diverse range of programming from the international Francophonie.

The program has recognized a problem in the management of its funds given that the fiscal years are held in different periods of the year depending on whether it is the Government of Canada, TV5MONDE, or TV5 Quebec Canada. For TV5MONDE, the grant is paid towards the end of the Government of Canada's fiscal year because TV5MONDE's partner governments confirm their annual funding in November and the funding and budget are approved by the TV5MONDE Board of Directors in the beginning of the year between January and February. Additionally, the financing granted to TV5MONDE is in Euros since it is a negotiation between five donor governments: France; Switzerland; Canada; Quebec; and Wallonia-Brussels Federation. The currency conversion rate can be unpredictable so the program must maintain a buffer margin in its funding. When the currency conversion rate is favourable then all of the available funds of $8 million are not spent. The remaining funds cannot be dedicated to additional programming needs for the program because it is then too late in the fiscal year cycle.

Intervention(s) to Test:
The program's objective is to use experimentation to test a new approach in order to strengthen the results and delivery of the program.

The program's intervention is to release a portion of its grant funds earlier in the fiscal year than later. If the exchange rate remains stable then the program could allocate between $200,000 and $400,000 to future experimentation special projects at the beginning of the fiscal year even if the amount of the grant to TV5MONDE is not known.

CULTURAL AFFAIRS SECTOR

TV5 PROGRAM
Earlier release of grant funding

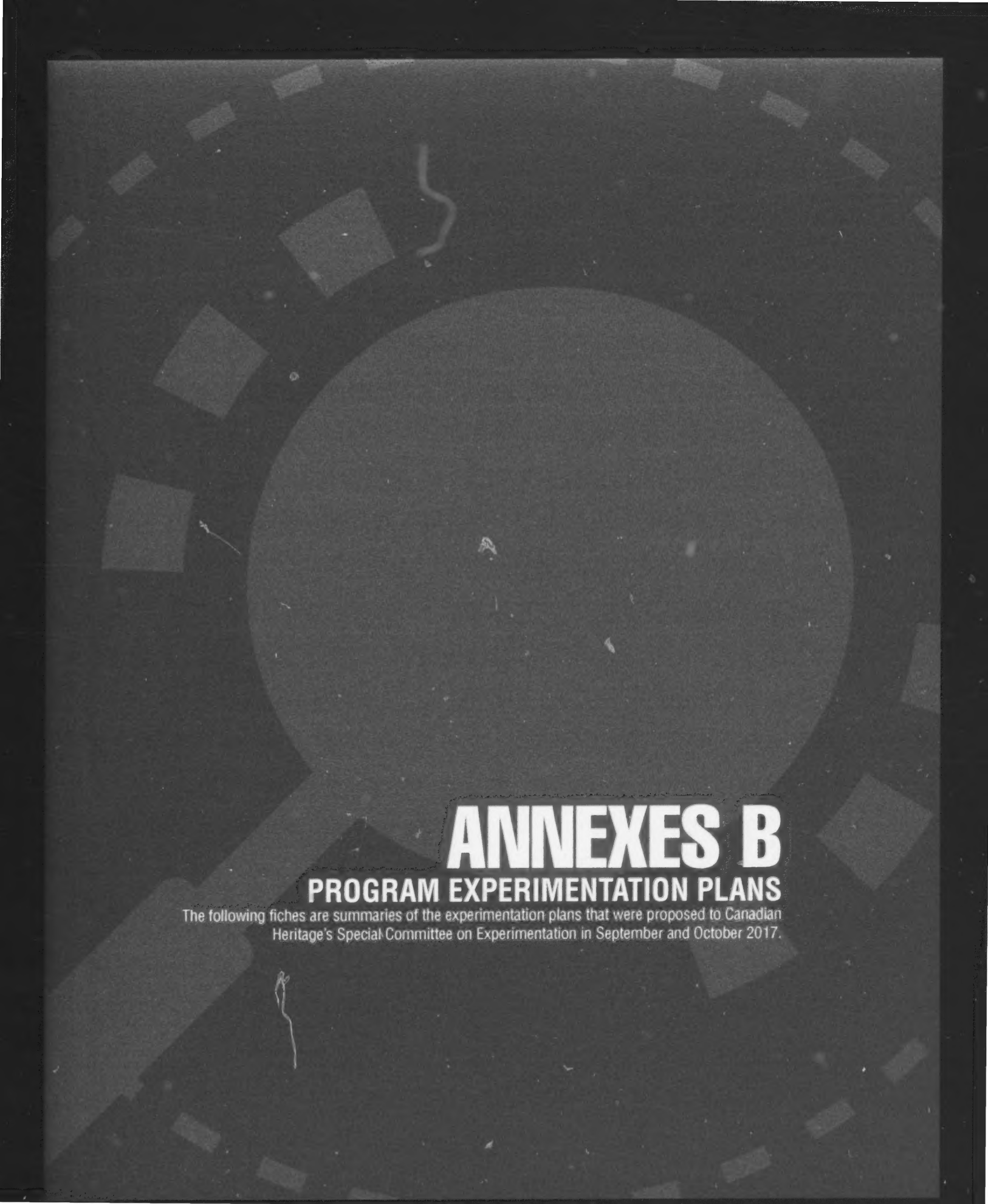
Desired Results:

- Greater recovery of funds that can be invested in other innovative or experimental projects dedicated to Francophonie.
- Strengthening the support for the creation, production, acquisition, and broadcasting of French Canadian content on the various TV5 Quebec Canada and TV5MONDE platforms.

Measures and Comparisons:
The program will incorporate an evaluation by comparing the results from the experimental approach against the historical baseline. The intervention's success will be measured by comparing the results against baseline data generated by the program in previous years. Additionally, the funds recovered from the TV5MONDE grant would be invested in complimentary innovative or experimental projects through the contribution made to TV5 Quebec Canada.

Actual Results:
To be determined.

Areas for Further Exploration:
As outlined above, the program is re-evaluating its options.



ANNEXES B

PROGRAM EXPERIMENTATION PLANS

The following fiches are summaries of the experimentation plans that were proposed to Canadian Heritage's Special Committee on Experimentation in September and October 2017.

Citizenship, Heritage and Regions Sector

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Increase support to Indigenous cultural celebrations

Problem/Opportunity identified:

The Building Communities through Arts and Heritage program provides grants and contributions in support of three main components: local festivals, community anniversaries, and capital projects. The program's objective is to engage citizens in their communities through performing and visual arts as well as through the expression, celebration and preservation of local historical heritage. Over time, it has become evident that a relatively low number of Indigenous cultural celebrations are supported by the program. In each of the last 5 years (2012-2013 through 2016-2017) Indigenous cultural celebrations have comprised 5% or less of the program's total approved projects.

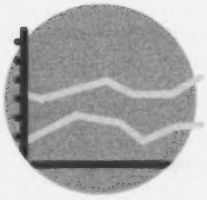
Intervention(s) to Test:

Activities taking place in the context of Indigenous cultural celebrations such as pow-wows are no longer considered "competitions" for the purposes of the program, thereby making them eligible for program funding.

The program implemented the expanded eligibility criteria in 2017-2018.

Desired Results:

- Increase the number of Indigenous cultural celebrations funded compared to previous years.



Measures and Comparisons:

The effectiveness of the intervention is being measured by comparing the number of Indigenous cultural celebrations funded in 2017-2018 with baseline data from previous years.

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Increase support to Indigenous cultural celebrations

Actual Results:
Initial results will be reported after the complete year of 2017-2018 data is available.

Areas for Further Exploration:
Corresponding revisions to the Festivals component Guidelines will be released in 2017-2018.

Further to expanding the eligibility criteria for Indigenous cultural celebrations, the program has also consulted with the Aboriginal Affairs Directorate and provided training for regional managers on building relationships with Indigenous peoples.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

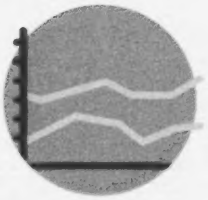
IT improvements to administrative tasks for local festivals

Problem/Opportunity identified:
An evaluation of the Building Communities through Arts and Heritage program revealed that the festivals component was administratively heavy in light of the funding levels, relative low risk, and high volume of the component.

Intervention(s) to Test:
The program, in collaboration with the Department of Canadian Heritage's Centre of Expertise for Grants and Contributions and the department's Chief Information Officer Branch, designed 3 IT interventions in 2017-2018 as pilot projects aimed at automating repetitive administrative tasks. The first was automating commitments that are automatically entered into the Grants and Contributions Information Management System (GCIMS) and SAP. The second is batch Recommendation and Approval Forms (RAFs) for regular files that are presented to the Regional Director General in a single, streamlined RAF for approval. The third was a single action approval, which if the Regional Director General agreed with all the recommendations in a batch, he or she could approve them simultaneously in the Grants and Contributions Information Management System.

Desired Results:

- Big reduction in processing time for Grants and Contributions files.



Measures and Comparisons:
The results for all three interventions were compared to the program's baseline data in previous years.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

IT improvements to administrative tasks for local festivals

Actual Results:

Developing automated commitments successfully reduced the time spent on entering commitments from what normally took up to one week of work to half a day. The second success was that single action approvals yielded significant time savings for the Regional Director General. One example found that the largest time savings in a single region included 111 approval actions in GCIMS being reduced to 1 single action. However, the pilot involving batch RAFs for regular files was discontinued for technical reasons and for the risk to data integrity.

Areas for Further Exploration:

In 2018-2019 the Festivals component will pilot an additional layer of automation for entering commitments into GCIMS and SAP. This additional automation will further reduce the time required for this task and will simplify the actions undertaken thereby reducing the potential for human error.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Apply outcome based funding model to Legacy Fund recipients

Problem/Opportunity identified:

The Legacy Fund is one of three components of the Building Communities through Arts and Heritage program. This fund supports tangible, lasting capital projects that commemorate or celebrate a major anniversary of a significant local person or event. There are challenges inherent in such one-time capital projects such as unforeseen construction delays. This can make forecasting difficult for recipients and can cause financial management issues for the program.

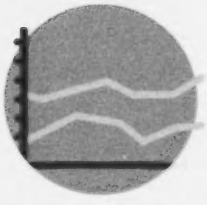
Intervention(s) to Test:

The Program's hypothesis is that employing an outcome achievement payment model will simplify the financial administration for recipients and the program while maintaining stable program results. The intervention proposes to employ the outcome achievement payment model of the Generic Terms and Conditions to issue payments based on outcomes rather than eligible expenses.

Once approval of the use of the Generic Ts&Cs is received, the Program will test the approach with a single recipient. The funding agreements will include progress payments and a final payment. Adherence to the program's maximum funding will be respected over the life of the project and reconciled at the end of the project.

Desired Results:

- Simplified financial administration for recipients and the program.
- 100% accuracy in Vote 5 forecasting.



Measures and Comparisons:

The program will compare the accuracy and overall Vote 5 forecasting obtained from this project with baseline data from previous projects and fiscal years.

BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Apply outcome based funding model to Legacy Fund recipients

Actual Results:
To be made available after the intervention has been tested.

Areas for Further Exploration:

- 2018-2019: test outcome based funding model with one case file* (single recipient)
- 2019-2020: partial roll-out of outcome based funding model to a test group*
- 2020-2012: Expand outcome based funding model to all Legacy recipients*

* To be implemented in consultation with the Department of Canadian Heritage's Financial Management Branch, Centre of Expertise, and in light of the new upcoming TBS directive on Transfer Payments.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ATLANTIC REGION – BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Increase Indigenous artists' participation in festivals

Problem/Opportunity identified:

In examining the programming that they help deliver, Atlantic Region has found that there are few opportunities for Indigenous artists to present their work outside of traditional Indigenous gatherings, such as powwows. Occasionally, Indigenous artists will be asked to perform at non-Indigenous festivals, but this is the exception rather than the norm. This is a missed opportunity for greater cultural understanding and enrichment, and also reduces access to many local artists.

Intervention(s) to Test:

The Region hypothesizes that incentivizing collaboration would encourage festival applicants to collaborate with local Indigenous artists.

The program would provide additional funding of up to $1,500 per event to the organizers of festivals whose main focus is not the presentation of Indigenous artists through the Base Payment + Premium Payment Structure of the TBS Generic Terms and Conditions, on the condition that they partner with a local Indigenous community to feature performances or workshops. Eligible artists would have to meet the definition of a local artist as stated in the program guidelines. Funding would be provided for presentation costs, such as artists' fees and venues.

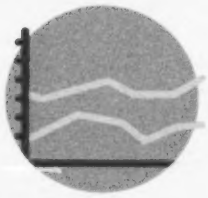
Ten such grants are proposed for 2018-2019, for a total investment of up to $15,000. Funding for this initiative would be in addition to funding approved for the event.

Desired Results:

- Greater awareness of Indigenous talent in communities.
- Greater opportunity for Indigenous artists to be recognized beyond their immediate communities.
- Greater collaboration between Indigenous and non-Indigenous communities.

ATLANTIC REGION – BUILDING COMMUNITIES THROUGH ARTS AND HERITAGE

Increase Indigenous artists' participation in festivals



Measures and Comparisons:

The primary measure would be the number of previously-funded festivals who now include Indigenous artists in the programming as a result of the intervention.

Actual Results:

Actual results will not be known until this initiative has been completed.

Areas for Further Exploration:

- If successful, this experiment could be taken up by the Building Communities Through Arts and Heritage program, Festivals component in other regions of the country in the future.
- Funding events whose primary main focus is not the presentation of Indigenous artists but who feature Indigenous artists could be identified as a priority in the program's national or regional investment strategies.
- As an alternative to the Base Payment + Premium Payment Structure, the program could consider giving additional points to such organizations when scoring projects to increase their level of funding in the future.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ATLANTIC REGION – INTER-ACTION: MULTICULTURALISM FUNDING PROGRAM, EVENTS COMPONENT

Exposure to cultural diversity in small communities through the arts

Problem/Opportunity identified:

In many small communities in the Atlantic Region, some residents have very little direct exposure to cultural diversity. As a result, some of these residents have limited cultural experiences within culturally-diverse communities, and a lack of personal connection with people who have recently arrived in Canada.

Intervention(s) to Test:

The program proposes to use micro-funding to help facilitate performances by culturally diverse artists in small communities in the region. Non-profit organizations who meet the eligibility criteria of the program would receive funding towards the costs related to a performance or other interactive activity given by artists from diverse cultures. These events would provide communities with opportunities to learn about different cultures and for interaction between various cultural groups.

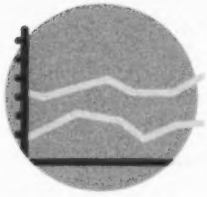
Over the 2017-19 period, up to 15 grants of a maximum value of $1,000 will be earmarked for this initiative.

Desired Results:

- Raise awareness of cultural diversity in small communities where little or no diversity exists.
- Greater personal interaction between participants and audiences which will contribute to shared understanding and connection.

ATLANTIC REGION – INTER-ACTION: MULTICULTURALISM FUNDING PROGRAM, EVENTS COMPONENT

Exposure to cultural diversity in small communities through the arts



Measures and Comparisons:

Measurement approaches are still in development and may include the use of materials such as an audience survey questionnaire and an activity report outlining the results of the audience survey and the event organizer's experience. The program intends to ask organizations receiving funding to post a description and photos of the event on social media to help them gauge the event's reach. These tools would include questions pertaining to participants' level of contact with culturally diverse groups prior to the event, and with respect to how the experience may have changed participants' perceptions of cultural diversity. This data could allow the program to measure their experiences and attitudes before and after the event.

Actual Results:

Actual results will not be known until this initiative has been completed.

Areas for Further Exploration:

- If successful, this experiment could be taken up by the InterAction: Multicultural Funding Program, Events component in other regions of the country in the future.
- In addition, funding such events could be identified as a priority in the program's national or regional investment strategies, to ensure their continued impact in small, largely homogeneous communities.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ATLANTIC REGION – CANADA CULTURAL SPACES FUND

Supporting the success of cultural spaces projects

Problem/Opportunity identified:

The Canada Cultural Spaces Fund helps improve the physical conditions for arts and heritage through infrastructure projects. Professional arts and heritage organizations often lack the experience and in-house knowledge in key areas required to plan and implement a successful infrastructure build or renovation. For many organizations, there is a steep learning curve over a range of disciplines (project management, governance, fundraising etc.) related to project planning and ultimately making a successful case for program funding. This impacts their ability to apply to the Canada Cultural Spaces Fund effectively and efficiently.

Intervention(s) to Test:

The program's hypothesis is that stronger results would be generated by supporting formal access to Canada Cultural Spaces Fund mentors. Arts and heritage organizations in the process of planning an infrastructure project would have access to advice and best practices from program mentors.

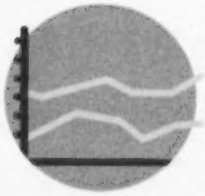
The intervention will be to provide 4 micro grants of up to $1000 as honoraria to four mentor organizations. Each mentor organization would give an agreed upon number of hours of service to share the lessons learned and best practices with the potential program applicant organization in each of the four Atlantic provinces. The results will be publicized online and via social media.

Desired Results:

- Better results for potential program applicants in project planning, financing, and managing an infrastructure project.
- Increased collaboration among arts organizations in the Atlantic Region.

ATLANTIC REGION – CANADA CULTURAL SPACES FUND

Supporting the success of cultural spaces projects



Measures and Comparisons:

The Atlantic Region program team will measure the results by conducting pre- and post-activity surveys. The quality of the applications (as measured in funding application assessments) will also serve as an indicator. These measures will be compared to baseline data and the assessment grades of other applicants.

Actual Results:

To be determined.

Areas for Further Exploration:

- The goal for growth of the project is to increase the number of grants awarded as well as the number and diversity of expertise (ex: arts, heritage, creative hubs, feasibility studies) of infrastructure mentors.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

INTER-ACTION MULTICULTURALISM PROGRAM

Broadening the program's approach to diversity

Problem/Opportunity identified:

The Inter-Action program identified that the government priority for diversity and inclusion was broader than the Inter-Action program's approach, which only supported the cultural promotion of Canadians of different cultures, religious and ethnic communities.

Intervention(s) to Test:

The intervention was to add a soft accommodation requirement to the 2017-18 national Project guidelines. The inclusion at the end now reads: "it is expected that all activities undertaken as part of funded projects will take into consideration the needs of diverse Canadians, including Canadians of various faiths, cultures, **abilities, sexual orientation and gender identity**."

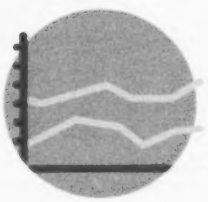
The program's hypothesis was that this would increase the number of applications accommodating more diverse Canadians in activities, and also act as a signal to applicants of a broader priority so that they would integrate this broader definition of interaction into project proposals.

Desired Results:

- Include a broader group of Canadians in the reach of funded programming.

INTER-ACTION MULTICULTURALISM PROGRAM

Broadening the program's approach to diversity



Measures and Comparisons:

The intervention's effectiveness will be assessed by comparing the number of project proposals including programming for, or targeting LGBTQ2 Canadians and Canadians of various abilities with the baseline results in the previous intake. It should be noted that the program's 2017 intake was the first since the program was transferred to Canadian Heritage from Immigration, Refugees and Citizenship Canada in 2016. As a result, detailed information related to intakes before 2015 is not easily manipulated. The program will therefore use the results from the 2015 intake as its baseline for the experiment.

Actual Results:

In its 2015 intake, the program received 52 funding applications and it does not appear that any of the 13 projects recommended for funding during its 2015 intake focused on ability, sexual orientation or gender identity. In comparison, the program received 256 applications during its 2017 intake and 31 of these were for projects that targeted LGBTQ2 Canadians (in addition to cultural groups) in their programming. An additional 14 projects targeted Canadians of varying abilities.

Areas for Further Exploration:

- The Department has already incorporated this accommodation paragraph in one other program's guidelines – the Canada History Fund – and is analyzing the possibility of mainstreaming it to all programs delivered by the Department. The program is promoting the notion of broad inclusivity with all its new recipients and could consider targeted promotional activities to notify potential applicants about the change to the program's guidelines once the next intake date is established.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

INTER-ACTION AND MULTICULTURALISM PROGRAM

Capitalizing on the social impacts of sport

Problem/Opportunity identified:

The program has observed that funding to sport organizations traditionally focus on performance and fitness, but are not always directly focused on amplifying the social benefits of sport, including intercultural understanding and integration of newcomers.

Intervention(s) to Test:

The program hypothesized that adding sport to the project guidelines could lead to traditional community based applicants adding sport-related activities to their planned projects, or it could lead to new applicants such as sport organizations to plan activities focused on intercultural understanding.

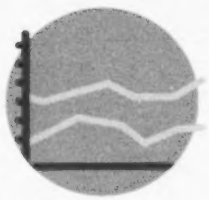
The intervention was to add a third priority to the 2017-18 national Project guidelines in addition to youth civic engagement and anti-racism initiatives. It now reads: "Priority will be given to projects that...bring people together through art, culture, and/or sport."

Desired Results:

- Increased applications on the social benefit of sport.

INTER-ACTION AND MULTICULTURALISM PROGRAM

Capitalizing on the social impacts of sport



Measures and Comparisons:

The intervention's effectiveness will be assessed by comparing the number of project proposals including programming for, or targeting the social benefit of sport for Canadians with the baseline results in the previous intake. It should be noted that the program's 2017 intake was the first since the program was transferred to Canadian Heritage from Immigration, Refugees and Citizenship Canada in 2016. As a result, detailed information related to intakes before 2015 is not easily manipulated. The program will use the results from the 2015 intake as its baseline for the experiment.

Actual Results:

In its 2015 intake, the program received 52 funding applications and did not fund any projects with a sports-only focus. In comparison, the program received 256 funding applications during its 2017 intake and 38 of these were for projects with a sport element and 10 applications were submitted by sport organizations.

Areas for Further Exploration:

- The Department could consider targeted promotional activities to notify potential applicants about the change to the program's guidelines once the next intake date is established. There may also be an opportunity to collaborate with other departmental programs which offer funding for projects focusing on the social benefit of sport.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ONTARIO REGION – MULTICULTURALISM PROGRAM – INTER-ACTION EVENTS COMPONENT

Multiculturalism Events Pilot in Northern Ontario

Problem/Opportunity identified:

Northern Ontario communities have a difficult time accessing matching cash resources to address issues related to Multiculturalism. As a result, the program received no applications from northern Ontario when it was operating out of Immigration Refugees and Citizenship Canada, and has received two (representing roughly 1% of applications received) since the program was moved to the Department of Canadian Heritage (PCH) in July 2016.

From previous outreach and information sessions held in various Northern Ontario communities, as well as research, the need has been identified to fund initiatives that address multiculturalism issues in ethno-racial, ethno-cultural and ethno-religious communities in northern Ontario, particularly anti-Indigenous racism towards youth.

Intervention(s) to Test:

The Ontario region would use a place-based funding framework to allocate up to $50,000 (over 2 fiscal years; 2017-18 and 2018-19) for events in northern Ontario and remove financial barriers for applicants from those communities by adjusting the program funding guidelines which currently require organizations to provide 50% of matching cash funding, which has been identified as a barrier.

An additional challenge is presented by the fact that the program Ts&Cs do not allow in-kind expenses to be included in the calculation of total eligible expenses. This is not the norm for PCH programs, which for the most part allow in-kind expenses to be included in the calculation of total eligible expenses.

This intervention requires changes to the Ts&Cs which would allow funding to be in the form of a grant of up to 50% of eligible expenses.

It is proposed that:

- The program in Ontario Region allow in-kind expenses to be included in the calculation of total eligible expenses for recipients in the north.

And that:

- a two-tiered variable funding threshold be implemented for applicants in northern Ontario, based on an assessment of their capacity to contribute financially:

a) Incorporated non-profit organizations will be required to contribute 25% cash/in-kind to a project and PCH will contribute 75%;

b) Youth-led projects will be required to contribute 10% of eligible in-kind expenses and PCH will contribute 90%.

Program staff will conduct targeted outreach to the following areas of the province, which have been identified as areas where anti-Indigenous racism is a pressing concern: ***Thunder Bay, Kenora, Timmins, Sault Ste. Marie and Sudbury***. Thunder Bay and Kenora in particular have significant populations of Indigenous youth who are away from home attending high school and college/university in those centres.

ONTARIO REGION – MULTICULTURALISM PROGRAM – INTER-ACTION EVENTS COMPONENT

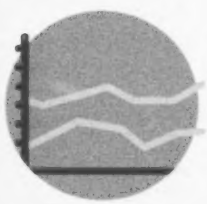
Multiculturalism Events Pilot in Northern Ontario

Staff will also broker relationships between applicants and the Province of Ontario's newly launched Multicultural Community Capacity Grant Program.

Desired Results:

Year 1: The program will receive between 1-3 applications from identified communities, based on targeted outreach and assisted project development, and recipients will have increased capacity planning and executing events and working with local partners.

Year 2: The program will receive between 4-7 applications based on targeted outreach and project development and will provide PCH with anecdotal evidence regarding decreased levels of anti-Indigenous racism and intercultural understanding in the communities identified above. Recipients will have increased capacity planning and executing events and larger networks of local collaborators.



Measures and Comparisons:

Results will be collected to measure the impact of these events.
Results will then be compared to national baseline data from previous years.

Actual Results:

To be determined.

Areas for Further Exploration:

- **Short term:** To increase the number of applications from northern Ontario each year.
- **Medium term:** The Multiculturalism Program is currently undergoing an evaluation and will be redesigned. The outcomes of this project will be useful in determining the eligibility criteria for the redesigned program.

OFFICIAL LANGUAGES
Bilingual Advantage

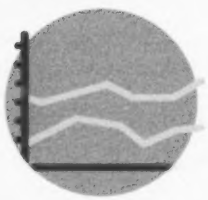
Problem/Opportunity identified:
The branch has found that the retention rate for students of French immersion programs declines over time with approximately 50% of students dropping out in Ontario as they move through their elementary school years. The branch has identified three main elements that influence the drop rate. The first is limited availability of qualified French immersion teachers, the second is parents' perceptions that continuation in French immersion program may affect their child's chances for admission to leading post-secondary institutions, and the third is that there are limited resources available to French immersion teachers for immersive community opportunities.

Intervention(s) to Test:
The hypothesis is that increasing the resources available to French immersion teachers will increase immersive community opportunities, leading to a more positive experience for students.

The intervention is to provide 50 micro grants of up to $1,000 to French immersion teachers to cover the costs related to out-of-class immersive community activities in 2017-18. The program will provide grants to 10 teachers in each of Canada's five regions.

Desired Results:

- An increase in immersive community opportunities, leading to a more positive experience for students.



Measures and Comparisons:
The program will measure the project results and attitude changes among the students by conducting pre- and post-activity surveys.

The control group will be the students or schools that did not participate in the project.

The results will be published online and on social media.

Actual Results:
Experimentation is still in progress. At the end of all activities we will be able to identify the actual results. No surveys were yet administered.

The deadline date was November 14, 2017. The program has received 47 applications of which 35 were approved. The outreach is for a total of 2,500 participants from Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Ontario and Saskatchewan.

Areas for Further Exploration:

- Preliminary information leads us to believe that a possible scale up opportunity is to expand the scope of the experiment to include grades 3 to 6 and to extend to all components of French as second language outside of Quebec and to look at French learning opportunities in English schools in Quebec. We will also consider increasing the financial envelope for this initiative. The program will continue the exploration after evaluation of the pre- and post-survey results.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

OFFICIAL LANGUAGES

Recruitment of Volunteers in Official Language Minority Community Organizations in the Arts and Culture Sector

Problem/Opportunity identified:

The branch has found that Official Language Minority Community organizations, especially those in the arts and culture sector, are having difficulty recruiting and retaining a sufficient number of volunteers to deliver their regular programming and special events, thus impacting their ability to achieve expected results as defined in their funding agreements with the Department.

Intervention(s) to Test:

The Program's hypothesis is that by using a Challenge funding approach and targeting the research community, new and innovative approaches for recruiting and retaining volunteers will be developed for Official Language Minority Community organizations in the arts and culture sector, and will ultimately contribute in addressing the challenges and barriers associated with recruiting volunteers for artistic and cultural activities.

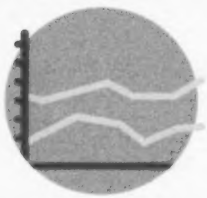
The Program will launch the Challenge funding approach with the research community who will partner with Official Language Minority Community organizations in the arts and culture sector. The process will involve a two-step evaluation, each with different eligibility criteria. Funding will be awarded to applicants after each assessment stage to encourage continued participation in the challenge. Successful recipients will have to implement their proposed solutions with these partners and gather evidence that validates the effectiveness and adaptability of the proposed solutions. Funding will be awarded to four eligible applicants. Up to a maximum budget of $120,000 will be allocated for the project with the value of funding being determined after consultation with key internal and external stakeholders to ensure that the level of funding is appropriate and reasonable.

Desired Results:

The Program plans to capture and compile best practices and share them with other arts and culture sector organizations and possibly with any other organization who may have challenges in recruiting and retaining volunteers.

OFFICIAL LANGUAGES

Recruitment of Volunteers in Official Language Minority Community Organizations in the Arts and Culture Sector



Measures and Comparisons:

The experimental group will be developed by delivering the project in a test group (e.g. arts and culture organizations in the Atlantic region.). The control group will be other organizations in the arts and culture sector across Canada. Results from both groups will be compared to obtain insights.

Actual Results:

The Program is currently in development and will not be launched until Fall 2018. A first assessment will result in the selection of a maximum of four researchers based on previously shared evaluation criteria. Funding will be awarded so that selected researchers can proceed with the first phase of the experimentation. Researchers will then put their winning solutions, models and/or approaches into practice with the experimental group in collaboration with their community partner(s). The researchers will implement a data collection approach to identify a control group and that will be used in their comparative analysis. Funding recipients will be notified of the deadline for the second assessment phase in March 31, 2019.

Areas for Further Exploration:

- By March 31, 2020, funding recipients will be required to submit a final report and the data presented to the Program will be used to measure the impact of the winning solutions developed from the Challenge funding approach, as well as the ability to adapt and implement these solutions within other community organizations.

If the results are promising, the Program plans to capture and compile best practices and share them nationally with other arts and culture sector organizations and possibly with any other organization who may have challenges in recruiting and retaining volunteers. The Program will also ensure that best practices are taken into consideration when developing call letters and funding agreements.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

CANADA HISTORY FUND

Fast Track Pilot for Targeted Themes

Problem/Opportunity identified:

The Canada History Fund (CHF) generally supports large-scale national, multi-year projects such as Historica Canada (Heritage Minutes, The Canadian Encyclopedia), University of Toronto's Dictionary of Canadian Biography, and Canada's National History Society. Due to the duration and complexity of projects, only a small number of organizations succeed in accessing the program's funds. Additionally, the Truth and Reconciliation Council stressed the importance of Indigenous history and the government's priority of diversity and inclusion both highlight the need to broaden the scope of our common narratives of Canadian history.

Intervention(s) to Test:

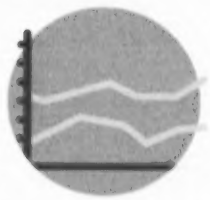
With the fast track pilot, we aim to test whether applicants can respond quickly to a targeted call for proposals in which the theme or themes are stated, the timeframe for applications and decisions are shortened, the funding amount is known and the implementation time frame is shortened as well. To facilitate the experiment, the program decision process for these targeted applications will be reduced from the 22 week service standard decision process down to 4 weeks. In this experiment, the program is open to proposals from applicants (new or recurring) for small funding support which address targeted themes. Themes for this 2017 experiment must include Indigenous history or diversity and inclusion of Canadian history.

Desired Results:

- A significantly shortened funding decision process.
- An increase of funding applications and beneficiaries that focus on targeted themes.

CANADA HISTORY FUND

Fast Track Pilot for Targeted Themes



Measures and Comparisons:

Comparisons will be made against baseline performance in previous years in terms of the number of applications received, time for analysis and decision and the number which addressed priority themes.

Actual Results:

As this Fast Track pilot experiment is currently in progress, some results are known and some will be presented after June 30, 2018. Some initial results in terms of the Program's ability to process the applications quickly are known and were successful. The Program put out a targeted call for proposals in early August inviting applicants to submit proposals within four weeks on targeted themes to be implemented in approximately six months during fiscal year 2017-18. Six (6) applications were received with five coming from recurring applicants and one application from an applicant new to CHF. All six were analyzed, recommended and approved in a much reduced timeframe and approved under the delegated authority of the Director General of the Citizen Participation Branch. Of the six applications, 5 (83%) were approved within 4 weeks or less. One approval took 6 weeks which was longer than desired in the experiment but still substantially less than the 22 week service standard the client would otherwise have faced. It is also positive to note that the approvals allowed the program to expend all of the annual Gs&Cs budget without any lapsing funds.

Areas for Further Exploration:

With the fast track pilot results so far the Program sees that applicants to the Canada History Fund can respond quickly to a targeted call for proposals given specific parameters as described above. This indicates future opportunities for the program to issue targeted calls for proposals to address particular priority themes and/or to allow the program to utilize all allocated grants and contributions budget when fluctuations occur such as when additional funds are available or when not all funds will be allocated to projects as anticipated.

CANADA HISTORY FUND

Increase the impact of Canada History Week

Problem/Opportunity identified:

The program has identified that the annual public awareness campaign for Canada History Week has had limited visibility and public participation. Additionally, the campaign has had no budget and was promoted exclusively via online and social media from Canadian Heritage and its participating partners.

Intervention(s) to Test:

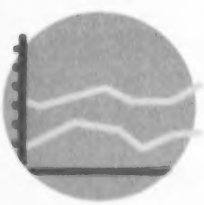
Beginning in 2017, the program has moved Canada History Week from the first week of July to the third week of November. This is timed to align with the Governor General's History Awards and to increase visibility in schools. The approved theme of Human Rights in Canada is also broad in scope and thus can maximize partnership opportunities for public history stakeholders.

The program team allocated $75,000 for public education initiatives for the campaign. Specifically, Canada History Fund (CHF) provided funding to Historica Canada to undertake the following activities:

- Organize the Canada History Week activities in November 2017, to align with the Governor General's History Awards and related events;
- Produce 3 animated shorts of 30-60 seconds each, in English and in French in line with the theme;
- Conduct social media outreach including Facebook, Twitter, Instagram and Pinterest aiming to reach 1,300,000 people;
- Coordinate an in-kind collaboration with Pattison Outdoor Screens aiming to reach 9,000,000 people (foot tracking);
- Reach out to educators through electronic mailing list and conferences aiming to reach 70,000 people;
- Engage with other CHF recipients to assure exchange of information on activities; and
- Provide a detailed report on web traffic metrics.

Desired Results:

- Increased awareness of Canada History Week by developing materials and undertaking activities organized on Canada's history, civics, and public policy. Formal and informal history, civics, and public policy networks will be supported. Canadians will be exposed to information to enhance their knowledge on Canada's history, civics, and public policy.



Measures and Comparisons:

The results from this experiment will be compared with baseline data in previous years. For example, as tracked by the Communications Branch, the Canada History Week 2016 report estimated 1,896 Web page visits and 5,594 activities page views which they indicated may include other non-History Week messages posted during the tracked period. Further, in 2016 Communications Branch tracking showed 110 Twitter messages were sent

which generated 850 re-tweets. The posted 40 Facebook messages resulted in 1,632 shares. The Canada History Week web page was viewed 3,997 times with page views of 1,098 of related activities web pages.

Actual Results:

Canada History Week took place November 20 to 26, 2017. CHF provided funding to Historica Canada who undertook public education initiatives in support of Canada History Week. Historica Canada created three animated short videos each, in English and in French on the 2017 History Week theme of Human Rights in Canada, featuring Indigenous Peoples rights, French Language rights and the rights of LGTBQ2 communities. These animated short films were posted on social media platforms and websites and were supported by outreach activities to Canadians in general and to specialists and school teachers. Partial results on day 3 of the 7 day project were reported by Historica Canada as having tracked 662,714 views on three videos and that the outreach campaign had reached over 1.6 million people so far. Social media messages were posted by Historica Canada as well as partner organizations and the Communications Branch of the Department of Canadian Heritage. In order to engage with CHF recipients to assure exchange of information as well as to support the network of organizations in the history and civics sector, CHF coordinated a working group which generated the content for a digital magazine developed and produced by Historica Canada. The multi-page online document featured the new videos as well as hyperlinks to information on the Human Rights theme in both English and French, showcasing the work of various programs of Canadian Heritage and partner organizations. It was posted during Canada History Week, linked to the Government of Canada History Week page and continues to be available online:

www.canadahistoryweek.ca www.semainehistoireducanada.ca

Historica Canada also created a visual banner to be featured on all materials which was also used by the Communications Branch on the departmental website: see

English: https://www.canada.ca/en/canadian-heritage/campaigns/history-week.html or

French: https://www.canada.ca/fr/patrimoine-canadien/campagnes/semaine-histoire.html

Final results are being collected by Historica Canada using Google Analytics and will be shared through coordination meetings and officially submitted in the Annual Final Report due June 30, 2018.

Areas for Further Exploration:

If the experiment proves successful, CHF would consider funding a partner organization again, like Historica Canada, to undertake social media activities and create learning materials for Canada History Week. If the timing proves better as anticipated CHF would continue to target November for Canada History Week aligned with the Governor General's Awards and related activities. If the digital magazine format proves successful, we would seek to enlarge the content while addressing other themes and bring together more federal government partners such as Library and Archives Canada as well as additional non-profit partners in the history and civics sector.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

CANADIAN CONSERVATION INSTITUTE – CANADIAN HERITAGE INFORMATION NETWORK

e-learning initiative

Problem/Opportunity identified:

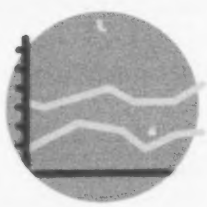
The Canadian Conservation Institute and the Canadian Heritage Information Network (CCI-CHIN) currently provide a number of face-to-face training workshops to heritage institutions across Canada but have not produced any distance-learning courses. This has limited the reach of the program's training activities and is an intensive use of staff resources.

Intervention(s) to Test:

The goal of the experiment is to convert an existing workshop into a distance learning activity. CCI-CHIN is also developing a communications plan to promote the e-learning product.

Desired Results:

- Increased number of participants with more equitable distribution across Canada with similar levels of client satisfaction using distance learning approach.



Measures and Comparisons:

The success of the experiment will be measured by tracking the number of participants that take advantage of the e-learning initiative, their geographical distribution and their level of satisfaction with the learning experience, and compare this with the results of our traditional face-to-face training.

Actual Results:
To be determined.

Areas for Further Exploration:

- If there are positive results, then the project will be scaled to include other existing workshops deemed adaptable to the format or create new ones entirely.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

CANADIAN CONSERVATION INSTITUTE – CANADIAN HERITAGE INFORMATION NETWORK

e-Conservator Service

Problem/Opportunity identified:

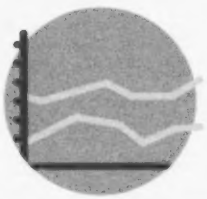
The Canadian Conservation Institute (CCI) provides advice to clients on the care of collections and their conservation. Some of this advice is in the form of publications (which are accessible but not flexible), and some in the form of written or telephone responses to individual requests (which may not always capture the nuances of the questions about the object or the collection). The program's challenge is to find a way to provide higher quality advice and become better informed about the client's situation.

Innovation:

The program's goal for the experiment is to leverage telecommunications technology using live video links through available equipment such as smartphones, to respond to requests from Canadian heritage institutions and to meet the expectations and behaviours of emerging heritage professionals. This would have a variety of different uses such as providing basic collections care advice to remote institutions such as Indigenous collections in the north, to technical questions about treatment options from heritage professionals. There is also opportunities for this to be used by the Canadian Heritage Information Network to assist museums in contributing data to Artefacts Canada by viewing their screen and providing real time advice. There is also possibility to scale the impact if the one-on-one exchange could be leveraged and live-streamed to a group.

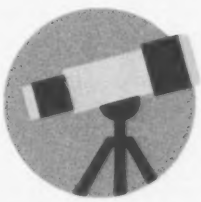
Desired Results:

- Maintain or increase client satisfaction with service delivery.



Measures and Comparisons:
The success of the experiment will be measured by using mini-surveys sent to clients, some of whom will have received e-conservator services and some who have received responses via email or telephone, to see if the new service provides a higher level of client satisfaction. CCI staff will also be surveyed to see if they feel that they were able to better understand the nature of the client request, and if this resulted in an improvement in the quality of the response. The program will also track new organizations that respond to this service but that have not accessed CCI-CHIN services in the past.

Actual Results:
To be determined.



Areas for Further Exploration:

- If there is a positive result, the program will scale up this service and use it more frequently in responding to client inquiries.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

EXCHANGES CANADA PROGRAM

Online Survey Implementation to Obtain Reliable Program Results Data

Problem/Opportunity identified:

The Program is testing two delivery methods for administering their participant feedback surveys, paper and online, to gain insight into the effectiveness of online surveys to achieve reliable results data.

Intervention(s) to Test:

Following low response rates of a 2012-13 online survey pilot project and a 2016 evaluation recommendation to implement online surveys, the Exchanges Canada Program undertook an online survey experiment to test whether reliable results data can be obtained in a timely and efficient manner.

Phase 1, the Program compared the survey participation rates of a small group of 360 Forum for Young Canadians participants (between the ages of 15 and 25) during three separate weeks of programming (120 participants each week). Week one consisted in testing one half of participants with paper surveys (on-site) against the other half with online surveys (via on-site mobile device). In weeks two and three, participants were invited via email to complete an online survey post-event and received two email reminders (one group received Nudge A in a moderate tone and one group received Nudge B in an urgent tone).

Phase II, the Program is testing online survey participation rates with youth participants (between the ages of 14 and 17) from a much larger group, Experiences Canada (approx. 4000 participants), over a one-year period (2017-18). From April to September 2017, participants were invited by email to complete the survey online and were sent one email reminder after the exchange with Nudge A. From October 2017 to March 2018, participants will be sent one email reminder with Nudge B. Phase II results will help the Exchanges Canada Program determine which nudge gets a better response rate and if the method of survey is suitable for large groups over a longer period of time.

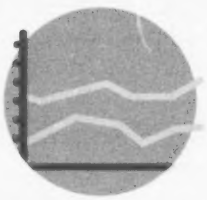
CITIZENSHIP, HERITAGE AND REGIONS SECTOR

EXCHANGES CANADA PROGRAM

Online Survey Implementation to Obtain Reliable Program Results Data

Desired Results:

- To obtain reliable Program results via online surveys.



Measures and Comparisons

In Phase I, small group participants were divided by forum week and those who completed paper surveys or online surveys were compared against each other. Participants were representative of the Canadian youth demographic.

In Phase II, Experiences Canada participants will be separated into two groups: from April to September 2017, participants will be asked to complete an online survey and will get one email reminder with Nudge A, while participants from October 2017 to March 2018 group will receive a reminder with Nudge B. These results will be compared and evaluated and will serve to strengthen insight into online survey participation rates using the Nudge A and Nudge B method for a large group.

Actual Results:

Phase 1 paper survey participation rates (82.5%) were greater than those of online surveys (week 1 is 41.25%; week 2 is 65.5%; week 3 is 79%). This challenged the assumption that the digital approach would yield greater participation. However, the online results increased in alignment with increasingly urgent reminders, confirming the assumption that well-constructed nudges could elicit greater participation rates.

Results for the first part of Phase II, from April to September 2017, show a participation rate of 52%. Although lower than results of Phase I, the participation rate is statistically significant, suggesting that online survey implementation may produce reliable reporting results for larger groups. Testing continues until March 2018 and the results will be compiled and evaluated.

Areas for Further Exploration:

- Obtain higher response rates with different Nudges.
- Texting of survey links.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

MUSEUMS ASSISTANCE PROGRAM

Testing new ways to support repatriation research

Problem/Opportunity identified:

The Museums Assistance Program (MAP) supports heritage institutions and workers in the preservation and presentation of heritage collections. MAP can support a variety of Indigenous heritage projects through the Aboriginal stream, but there is both a need and opportunity to do more. Support for Indigenous projects and fostering efforts towards reconciliation and in support of UNDRIP* (the United Nations Declaration on the Rights of Indigenous Peoples) is a key priority of the Minister and the Government.

How MAP can better support Indigenous repatriation is an area that has been raised by both Headquarters and the regions. One of the key challenges for Indigenous communities with regard to undertaking a repatriation project is locating where their material is in collections in Canada or abroad.

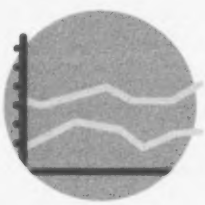
This type of research is complex, challenging, costly, and typically done by academics. Furthermore, the capacity to undertake this type of research or to undertake a repatriation project varies widely amongst Indigenous communities and within regions. Finally, the MAP budget is already very stretched, with little flexibility.

Intervention(s) to Test:

The project is to test new ways of undertaking research into the location of Indigenous cultural objects in museum collections in Canada and abroad. This will be a $20,000 pilot project with the BC regional office, which will support 10-15 micro-grants to Indigenous youth to undertake online research with set parameters. The project is to be developed and managed through an Indigenous cultural organization, such as the First Peoples Cultural Council, that has knowledge and expertise in this area and with the community. This approach could be not only cost-effective, but also an innovative way of engaging with Indigenous youth and communities in the research process, developing capacity and sharing of knowledge.

Desired Results:

- Increase resources and community support for Indigenous repatriation.



Measures and Comparisons:

The Indigenous delivery organization would be tasked with developing a final report with evaluation of the project, to determine:

- Whether this approach was successful in locating cultural material.
- Benefits for youth/communities.
- Challenges/frustrations.
- Whether this should/could be replicated in other regions.

MUSEUMS ASSISTANCE PROGRAM

Testing new ways to support repatriation research

Actual Results:

- Assessment of the utility and potential of using Indigenous youth and the Internet to undertake research into the location of Indigenous cultural material in museum collections.
- Strengthened relationship with Indigenous delivery organization.
- Capacity development and sharing of knowledge.

Areas for Further Exploration:

If the youth participants and delivery organization consider this to have been a successful approach to researching, locating and documenting material, it could be tried in another region (to be determined) in 2018-19.

These projects could support the development of toolkits for indigenous groups across the country to potentially use.

Research into how research/data innovations are being used in other institutions/areas.

A working group recently established with MAP program officers from across the country, with expertise in working with local Indigenous communities will be tasked with:

- Establishing a baseline: list of all funding requests to MAP over the past three years, which were supported, not supported, or which officers were aware of but did not apply for funding.
- Identifying "grey zones" with regard to MAP funding – with regard to repatriation, and more broadly.
- Outreach: simplified guides/one-pagers to be used in conjunction with in-person outreach to indigenous communities and groups, determined by regional program officers.
- Identifying opportunities for better collaboration with other Department of Canadian Heritage programs (Cultural Spaces, Canada Arts Presentation Fund etc.) in support of Indigenous cultural heritage projects.
- Recommending tweaks to MAP to better support Indigenous cultural heritage projects.

Problem/Opportunity identified:

Through engagement with local stakeholders the Western region has heard that Francophone youth don't often identify with activities offered by Francophone community organizations. As such, these community organizations struggle to attract youth participation.

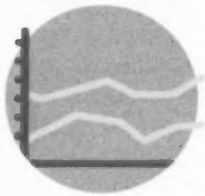
Intervention(s) to Test:

The Region hypothesizes that providing micro grants to Francophone student councils – along with community mentorship from Francophone associations – will create opportunities to organize community activities that youth will identify with.

Following discussions with the Official Languages branch, the Region hopes to provide micro grants of various denominations up to $1000. A simplified online application form will also be created to facilitate the awarding of the micro grants. The final report will incorporate social media. The program will also facilitate letters of support from Francophone associations. This will help build relationships between young Francophones and Francophone community organizations.

Desired Results:

- Greater cohesion within the local Francophone youth community.
- Greater youth participation with Francophone associations.



Measures and Comparisons:

Comparisons will be made to the baseline data from previous years to determine the success of this experiment. Control groups will be Francophone associations where the Francophone school in their community did not get funding. The program will be measuring youth participation and youth-led activities in those regions vs. the regions where we funded projects. Both the Alberta and the BC Francophone youth organizations will be involved in the process from beginning to end to provide guidance to the grant recipients and measure the outcomes.

- Result 1 → Measured by the number of youth participating in the project
  - o Also measured by the number of participants in their activities (since it can be all ages).
- Result 2 → Measured by the number of youth participating in activities set up by Francophone associations.

Actual Results:

At least 10 new community projects put on by Francophone youth in Alberta and British Columbia.

Areas for Further Exploration:

- Expanding the project to include French Immersion schools in the region (including the Yukon) next year.
- Expanding the project to more participants (more than 10 schools) next year.
- Expanding the project to other provinces to make it a national project over the next few years.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

WESTERN REGION – CANADA ARTS PRESENTATION FUND (CAPF)

Creating a new alternative application format

Problem/Opportunity identified:

Disability, Indigenous, LGBTQ and other organizations are underrepresented in PCH funding recipients. Traditional efforts that were taken to diversify the client base have not been as successful as originally anticipated.

Intervention(s) to Test:

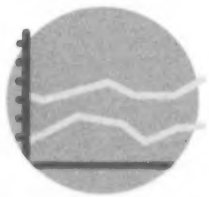
Based on a need identified by the Region, this CAPF Development Component experiment was submitted to EXCOM, and approved on December 1, 2016. The intervention being piloted is an interview application method (as an alternative to the current traditional written format) that addresses the barriers that prevent or discourage underrepresented organizations from applying. To test the new method, there would be a control group and a treatment group. The intervention will be carried out in two phases, each following consultation by way of roundtables with stakeholders to establish which (if any) barriers in the application process currently discourage underrepresented organizations from applying for funding . One-on-one phone conversations would be used to collect data from organizations in more rural areas. Learnings from phase 1 will be shared and applied prior to launching phase 2 in the 2018-2019 fiscal year.

Desired Results:

- Alternative application format will be reflective of the feedback gathered during roundtables.
- Increased satisfaction among program officers with the process as compared to the default written application.
- Increase in program funding investment to organizations serving diverse communities.
- Increase in applications from underserved communities.

WESTERN REGION – CANADA ARTS PRESENTATION FUND (CAPF)

Creating a new alternative application format



Measures and Comparisons:
Results of the control group will be compared to the treatment group.

Actual Results:
The roundtable process of Phase 1 is now complete. Analysis of the stakeholder feedback will be used to design an alternative application method in consultation with Centre of Expertise and CAPF. The experiment will then be conducted in the winter of 2018, when organizations will be invited to apply from both control groups for projects in 2018-2019. Findings will be analyzed, and learnings from Phase 1 will be shared and applied before launching Phase 2 in the 2018-2019 fiscal year.

Areas for Further Exploration:

- Develop a proven alternative application method that can be adapted by other programs to increase the diversity of their client base.
- Based on learnings, develop a central repository of resources and information (including materials to increase awareness within the organization of community-specific barriers), and develop training materials for Program Staff to facilitate the effective use of the alternative application method.
- Analyze responses for themes and identify actions applicable to the scope of this project; identify recommendations and path-find within the organization for actions that are beyond the scope of the project (e.g. eligibility, Terms and Conditions).

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

WESTERN REGION – CANADA CULTURAL SPACES FUND & INDIGENOUS ISSUES CENTRE OF EXPERTISE (IICOE)

Place Based Policy: Creating the work culture to support experimentation at the local level

Problem/Opportunity identified:

In the context of Grants and Contributions (G&C) modernization efforts, Western Region sees an opportunity to contribute toward solutions that go beyond processing grants and contributions and toward creating a work culture that supports experimentation at the local level. Specifically, the Region is working on two new interventions, both informed by place-based policy approaches, to help advance their engagement and impact in communities.

Intervention(s) to Test:

The first intervention (Canada Cultural Spaces Fund) would consist of piloting an approach where individual funding applications are assessed not only by existing program criteria, but also by how these projects contribute to related community development initiatives and help to leverage new community partnerships. A potential case study would be how Canada Cultural Spaces Fund support to projects in Vancouver's Chinatown and Downtown Eastside are contributing to the broader revitalization efforts in these neighbourhoods. Through their involvement in these projects, Regional officials are becoming more integrated and embedded in community development working groups (i.e. participant role in the Social Purpose Real Estate Network in Vancouver, and observer role in the working group that is working towards achieving UNESCO World Heritage status for Vancouver's Chinatown). This is an experiment in how to expand a program's and program officer's role beyond just Grants and Contributions.

The second intervention is the development of the Indigenous Issues Centre of Expertise (IICOE), to complement the current treaty negotiations and implementation responsibilities in the Western Region (WR). The role of the IICOE will include but not limited to: sharing of information on Indigenous matters in the region; collaborate cross-programs to improve service delivery; provide cohesive response to requests and needs of regional Indigenous clients; and support on-going and future policy initiatives at Headquarters (i.e: reconciliation strategy, repatriation, Indigenous languages legislation). It is also beneficial for the WR to identify existing subject matter experts and developed regional expertise by increasing its knowledge base on Indigenous issues.

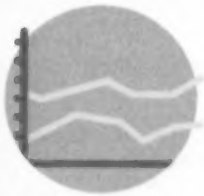
Desired Results:

- Greater involvement of regional staff in community development networks.
- Improved leveraging of the department's community investments.
- Greater internal capacity and expertise to respond to new opportunities and inform decision making.
- Increase staff knowledge and cultural competencies by collecting and sharing information horizontally.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

WESTERN REGION – CANADA CULTURAL SPACES FUND & INDIGENOUS ISSUES CENTRE OF EXPERTISE (IICOE)

Place Based Policy: Creating the work culture to support experimentation at the local level



Measures and Comparisons:

These initiatives are still currently under development. It is uncertain if it will be possible to design these interventions in a way that will enable rigorous measurement and comparison.

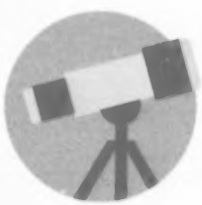
Actual Results:

Canada Cultural Spaces Fund

- Western Region invested in two creative hub projects in Chinatown/Downtown Eastside in 2017-18, with more projects in development. Results to be closely tracked.
- CCSF staff and senior management participating in consultation processes and ongoing dialogue with other funders, not just on individual projects but on the role of cultural infrastructure in neighbourhood revitalization.
- Ongoing participation in the Social Purpose Real Estate Network in Vancouver, focused on mission-driven real estate and capacity building, not just in the arts but in the wider social service sector. This engagement positions the cultural sector at the table with wider social change and social justice organizations.
- Participation with the City of Vancouver and international stakeholders in efforts to designate Vancouver's Chinatown as a UNESCO World Heritage Site.
- Engagement with local philanthropists active in neighbourhoods of interest.
- PCH Western Region leading on convening communities of practice, including round table on creative hubs. Results to be shared with HQ and across regions.
- PCH Western Region taking a proactive, strategic and integrated approach to seeding and developing projects that support wider community interests.
- PCH Western Region writing a 2018-19 Regional Investment Strategy for CCSF that captures these key themes, and is structured for flexibility and results tracking.

Indigenous Issues Centre of Expertise

- The regionally developed Indigenous Protocol Packages for Edmonton, Whitehorse and Vancouver.



Areas for Further Exploration:

- To be determined based on results achieved in first fiscal, and the emergence of new issues and opportunities.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

YOUTH TAKE CHARGE PROGRAM

Social Media Surveys and Youth Participants

Problem/Opportunity identified:

The Youth Take Charge Program aims to strengthen youth attachment to Canada through engagement in the fields of history and heritage, civic engagement and youth service, arts and culture, and economic activities. The program provides funding to youth-led organizations for events, programs, and activities. It provides $1.5M in Grants and Contributions and reaches 300,000 – 800,000 youth per year (ages 7-30). The program has found that low response rates on post-participation surveys from some groups of youth participants (some around 2.5% responses) can impact the reliability of reporting on program results.

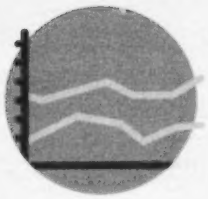
Intervention to Test:

The program's hypothesis is that program participants surveyed through social media platforms will participate in surveys at a higher rate than those surveyed through online/ paper solicitation. The program is considering innovative interventions focused on survey design (whether email, paper, social media delivery mechanisms), in combination with their existing methods of incentivizing youth to respond (working with organizations, incentives, reminders, etc.). The program will experiment with the use of an innovative survey platform that might appeal to youth (i.e. Snapchat, Instagram), aided by consultations with the Canadian Heritage Chief Information Officer Branch (CIOB) and the TBS CIOB Youth Advisory Council. Consultations with youth committees will begin in Fall 2017, leading to a selection of feasible options and experimental design in Spring 2018. Throughout 2018-19 the program team will develop the work plan for testing, and seek to roll out the experiment with a select group of program recipient organizations.

Desired Results:

- Increase in survey response rates among funding recipients.

YOUTH TAKE CHARGE PROGRAM
Social Media Surveys and Youth Participants

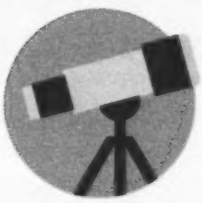


Measures and Comparisons:

- Participating organizations could be selected from repeat program client organizations, who have traditionally returned low survey participation rates. Within the selected test organizations, participant youth could be divided into control groups (using established paper/online surveys) and experimental groups (using new social media surveys).
- Use of social media formats for program surveys would also likely require modifications to questions asked, and require feasibility assessments if lighter formats (fewer questions, much less/no demographic information) could still deliver reliable program results. Should a social media format become the only means of the program results survey, the program would also have to consider the impacts on results of the trends established through years of existing surveys.

Actual Results:

- Results of this experiment would determine if changes to the vehicle of participant survey design (specific to youth) could increase the likelihood of higher response rates.



Areas for Further Exploration:

- If successful, this experiment could be expanded to all Youth Take Charge clients in future years.
- If further successful in accessing youth participants, methodologies could be used by other Government of Canada youth programs to solicit feedback from youth participants.
- However, the popularity of technological applications change quickly with youth, and further applications of social media surveys would have to explore the feasibility of continued evolution/adaptation to different social media, as they become more popular with youth demographics.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ABORIGINAL AFFAIRS DIRECTORATE – THE RECONCILIATION TEAM

Measuring the outcomes of federal departments' efforts to encourage employees' engagement and learning about Reconciliation

Problem/Opportunity identified:

As part of the development of a department-wide Reconciliation Strategy, the Reconciliation Team aims to fulfill the Truth and Reconciliation Commission of Canada's (TRC) Call to Action #57, which calls upon the government to "provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations." One major way in which the Team is accomplishing this is by establishing the Reconciliation Circle, a safe space for discussions and educational events to help public servants understand their link to Reconciliation.

While PCH is taking a concerted approach to advancing reconciliation in its own context, many departments are employing different strategies towards the same end; there is no whole-of-government approach, so each department is approaching this issue using different methods, with varying levels of ambition and on different timelines. This presents an opportunity to track the change in employees' experience and understanding of Reconciliation in different departments, as one way of understanding how effective these approaches are in achieving their stated goals, identifying best practices, and course-correcting as necessary.

Intervention(s) to Test:

The Reconciliation Team's proposed survey will gauge the attitudes and experiences of public servants on Reconciliation at the beginning of the implementation of the Team's strategy and will thus be a baseline against which to measure success. Other departments have also shown interest in the survey and thus as the Team reaches its goal of broader government implementation of the strategy, there will be opportunity to compare both baselines and results of similar approaches in different departments.

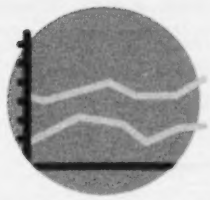
Desired Results:

- Measure the effects of various departmental approaches to improving employees' knowledge and engagement on reconciliation as a means of better understanding how to focus government efforts in advancing reconciliation within the public service.

CITIZENSHIP, HERITAGE AND REGIONS SECTOR

ABORIGINAL AFFAIRS DIRECTORATE – THE RECONCILIATION TEAM

Measuring the outcomes of federal departments' efforts to encourage employees' engagement and learning about Reconciliation



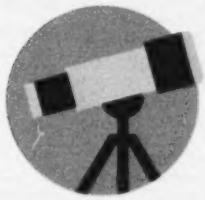
Measures and Comparisons:

The effectiveness of this internal Reconciliation Strategy will be measured by an all-staff survey in the department that will be repeated annually as the Strategy is implemented. The questions will be aimed to assess the staff's attitudes toward Reconciliation, knowledge seeking behaviour, and familiarity with documents key to Reconciliation.

This survey is being designed in a way that would allow it to be scaled to other departments with minimal changes. Rolling out the survey across a number of departments could provide a basis of comparison for the range of approaches underway.

Actual Results:

To be determined.



Areas for Further Exploration:

Should there be widespread interest in applying the survey as a measurement tool across the public service, there may be an opportunity to further develop the survey tool as a means of gauging broader attitudes towards Reconciliation, in addition to the current approach which focuses more on exposure, awareness and support within individual departments.

ANNEXES C

PROGRAM EXPERIMENTATION PLANS

The following fiches are summaries of the experimentation plans that were proposed to Canadian Heritage's Special Committee on Experimentation in September and October 2017.

Sport, Major Events and Commemorations Sector

SPORT, MAJOR EVENTS AND COMMEMORATIONS SECTOR

SPORT CANADA

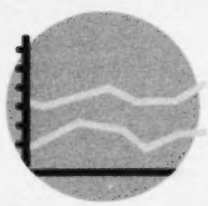
First Nations Youth Mental Health Project known as "Finding Balance through Promoting Life-skills in Aboriginal Youth (PLAY)

Problem/Opportunity identified:
First Nations across Canada are dealing with a mental health crisis. Several First Nations have declared states of emergency following a spate of youth suicides. Overall rates for youth suicide in First Nations are 5 to 7 times higher than for non-Indigenous youth.

Intervention(s) to Test:
PLAY consists of sport-specific programming, life-skills building activities, and classroom and school-wide sessions which teach the importance of teamwork, leadership, respect, and cooperation. Sport Canada seeks to pilot and test the effectiveness of a modified version of PLAY, which would contribute to positive mental health outcomes for youth in two First Nations.

Sport Canada will support Right to Play's work with First Nations that have selected improved mental health as their key outcome for PLAY. Laurentian University, Right to Play and the First Nations will perform an assessment using the Aboriginal Children' Health and Well-being Measure (ACHWM), modify PLAY, and pilot its effectiveness to contribute to positive mental health outcomes.

Desired Results:
The project seeks to achieve positive (i.e. improved) mental health outcomes for First Nations youth.

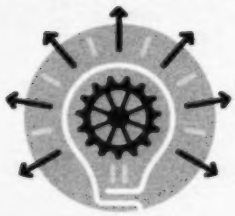


Measures and Comparisons:
A second assessment using the ACHWM will be conducted at the conclusion of the pilot to measure changes related to mental health. Sport Canada will work with Right to Play to identify additional ways that the pilot project results can be compared to some of Right to Play's previous work in other First Nations across Canada.

SPORT CANADA

First Nations Youth Mental Health Project known as "Finding Balance through Promoting Life-skills in Aboriginal Youth (PLAY)

Actual Results:
To be determined.



Innovations:
The pilot design, implementation, and impact measurement respects the culture and traditions of Indigenous Peoples while reflecting sound scientific process.

Areas for Further Exploration:
The results will provide Sport Canada officials with valuable information regarding the viability of using physical activity and sport as an intervention for supporting Indigenous mental health. Sport Canada officials expect to use the results to inform future initiatives related to sport for social development in Indigenous communities.

SPORT CANADA

Artificial Intelligence for monitoring Official Languages obligations

Problem/Opportunity identified:

Funding recipients from two of Sport Canada's programs are required to comply with Official Language requirements in their public communications. Monitoring compliance with these requirements is a resource-intensive task. It is the role of program officers to manually review client communications to determine whether the material has been released simultaneously with sufficient content and quality in both Official Languages.

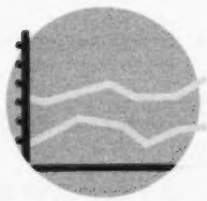
Innovations:

The branch will test the efficiency and effectiveness of an Artificial Intelligence solution compared to traditional human-resource intensive approaches to monitoring the Official Language obligations of funded organizations.

This project aims to reduce the human burden of evaluating the Official Languages compliance of Sport Canada client organizations by building and applying an Artificial Intelligence Agent that continuously improves and learns over time how to assess all clients' digital communications to determine compliance with the Official Languages Act and provides real-time compliance results.

Desired Results:

- Reduce the compliance assessment period from 4 months to 1 month.
- Move the assessment period from static (once-a year) to real-time (any time of year).



Measures and Comparisons:

Though specific measurement parameters are still in development, the quality and speed of the AI monitoring function will be compared to the existing manual monitoring process.

SPORT CANADA

Artificial Intelligence for monitoring Official Languages obligations

Actual Results:
To be determined.

Areas for Further Exploration:
To be determined

SPORT CANADA

Promoting participation in sport, physical activity, and recreation

Problem/Opportunity identified:

Efforts to increase participation in sport, physical activity and recreation have been met with mixed results for many years, as there are many individual barriers to participation and competing priorities in daily life. In 2018-19 the Sport Canada branch will make $1M of program funds available for the design and implementation of experiments that will test approaches to getting Canadians more active, more often. Experiments will challenge traditional approaches to program content, as well as consider new delivery agencies and mechanisms.

Intervention(s) to Test:

One area of experimental exploration will be to apply design thinking methodology to identify the motivations, needs, and barriers to physical activity for women and girls. The program will test if initiatives that are adapted to meet specific identified needs are more effective in getting and keeping women and girls active compared to traditional delivery models.

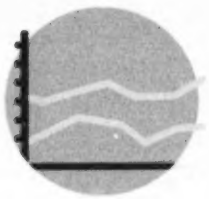
A second area of experimental exploration will test if early active experiences for youth ages 0-6 that emphasize physical literacy are more effective in getting and keeping kids active compared to traditional program delivery for that age group. A funding contribution will be made to a delivery organization and/or academic institution to design and deliver an experiment and measure impacts.

Desired Results:

- Increased number of Canadians participating in sport and active recreation.
- Increased number of Canadian youth deciding to remain active in sport and active recreation.

SPORT CANADA

Promoting participation in sport, physical activity, and recreation



Measures and Comparisons:

In the first area of experimental exploration (women and girls), measurement will focus on participants' activity levels, level of enjoyment, confidence, competence, and intention to stay active. Comparisons will be designed to help identify the approaches that work best.

In the second area of experimentation (children and youth), impacts will be measured with consideration to participant enjoyment, confidence, physical competence, and desire of the participant and parent to stay involved.

Control groups could be identified from sport programs that are delivered without the altered variables.

Actual Results:

To be determined.

Areas for Further Exploration:

Experimental approaches that demonstrate success in addressing the barriers to participation in sport can be tested further in other geographic areas of Canada, or on a national scale. The results could inform program-related decision making and influence funding decisions and mechanisms across Sport Canada's funding program.

Further exploration would test variations to funded programs to address the specific issues identified as challenges or barriers to participation. Each variable could be tested individually to contribute to identification of causality (i.e. altering one program/funding variable one year, altering a separate variable the next year).

CELEBRATE CANADA COMPONENT OF THE CELEBRATION AND COMMEMORATION PROGRAM

Full implementation of a funding table for projects $5,000 or less (Fast Track projects and algorithm for all of Celebrate Canada's approved projects)

Problem/Opportunity identified:

- **Funding Table:** Celebrate Canada provides funding to community-based activities organized during the Celebrate Canada period from June 21 to July 1. These are National Indigenous Peoples Day, Saint-Jean-Baptiste Day, Canadian Multiculturalism Day, and Canada Day. Thousands of projects are funded to provide opportunities for Canadians to participate in community events and the level of effort required for applications is quite high. The average processing time for applications is 140 days, as per our service standards of 20 weeks from reception of the file to when the decision is sent.
- **Algorithm:** The vast majority of Celebrate Canada applicants are recurrent and there is willingness to attract new applicants. There is no tool available at the moment for the Celebrate Canada component to verify and validate if and where there are gaps in the funding distribution to better position the component for outreach.

Innovation:

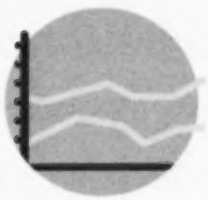
- **Funding Table:** The intervention is to implement a funding table that will allocate recommended funding amounts for eligible applications $5,000 or less. The funding table refers to three criteria (applicant eligibility, requested amount and anticipated participation) therefore, less information is requested from these applicants and no in depth assessment is required from the program officers.
- **Algorithm:** Parallel to the funding table, the algorithm will be applied to all approved applications to provide an ideal distribution scenario to ensure that there is better access to celebrations. The results from the algorithm will be used to trigger an outreach strategy if necessary (where gaps are identified).

Desired Results:

- **Funding Table:** Simplified and accelerated process for applicants and program officers (for projects $5,000 or less).
- **Algorithm:** To have an ideal distribution funding scenario, to have an outreach strategy and to create greater opportunities for Canadians to participate in celebrations.

CELEBRATE CANADA COMPONENT OF THE CELEBRATION AND COMMEMORATION PROGRAM

Full implementation of a funding table for projects $5,000 or less (Fast Track projects and algorithm for all of Celebrate Canada's approved projects)



Measures and Comparisons:

- **Funding Table:** The program will measure the experiment by comparing the processing time for a sample of Basic files (20) of the last intake (2017-18) with a similar sample of Fast Track files from this intake (2018-19). The time will be measured from the time the application is received to the recommendation phase.
- **Algorithm:** Compare actual funding distribution (Google map) with algorithm distribution (identify gaps). Use Canada Day celebration criteria as a baseline (high density area, remote area, general population, postal codes, etc.). Add the other three celebrated days' criteria (Indigenous and non-Indigenous population, francophone population in Quebec and outside Quebec, ethno cultural population and new immigrants).
- The results from this intervention will be compared against the baseline data from previous years to determine effectiveness.

Actual Results:

- **Funding Table:** The processing time for the last intake of projects $5,000 or less = 20 weeks.
- **Algorithm:** No actual results yet.

Areas for Further Exploration:

- **Funding Table:** None.
- **Algorithm:** To apply the algorithm to other Canadian Heritage Programs that wish to achieve similar objectives (ideal scenario, outreach strategy, better access to funded projects)

CANADA 150 FEDERAL SECRETARIAT

Canada 150 Skating Day

Problem/Opportunity Identified:

Canada 150 Skating Day is the national common event for the closing celebrations of Canada 150. Free public skating events will be held in thousands of communities across the country. The challenge that the Canada 150 Secretariat faced was how to distribute small amounts of funding ($1000) to a large number of communities quickly and efficiently with an equitable distribution across the country based on population density.

Innovations:

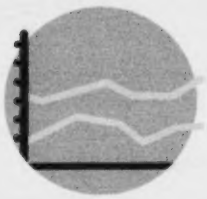
Canada 150 will distribute 300 micro grants of $1000 each to organizations and individuals to help offset the cost of hosting a Canada 150 Skating Day event. This project is testing several more innovative interventions in its delivery. First, a newly developed short web-based application form has been created which can be accessed from a computer, phone or tablet. Due to the relatively low risk level and the amount of money being granted, the project has foregone the use of either digital or wet signatures, employing a simple check box with a statement that all information contained in the form is true. Applicant identity (for individual applicants) was validated through a third party verification service. Also, an algorithm was used to ensure a proportionately-balanced distribution of funding recipients across Canada using existing Statistics Canada data and a publically available database of Canadian arenas The methodology for this distribution was made public as were the locations of all applications – both successful and not, to support an open and transparent process. An interactive web-based map (with accompanying accessible text) was also published on the Canada 150 website to allow potential participants to locate an event near them to attend. The program also used new digital technology to advertise the events including a YouTube masthead takeover, geo-locational texts and significant call to action via traditional social media channels (Facebook, Twitter and Instagram).

Desired Results:

- Greater ease for recipients to apply for and deliver Canada 150 Skating Day events and high participation in the events by the public.

CANADA 150 FEDERAL SECRETARIAT

Canada 150 Skating Day

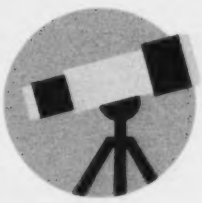


Measures and Comparisons:

Given that this is the first time that a nation-wide skating day has been organized and supported by the department, there are few direct comparables available in terms of results. However, some business process measures may be compared against similar data in the department to assess the efficiency and effectiveness of some of the new approaches employed by this initiative.

Actual Results:

Results are currently being reviewed. Early indications of participation rates are very positive.



Areas for Further Exploration:

- Alternative payment delivery.
- Corporate sponsorship of client events.

ANNEXES D

PROGRAM EXPERIMENTATION PLANS

The following fiches are summaries of the experimentation plans that were proposed to Canadian Heritage's Special Committee on Experimentation in September and October 2017.

Strategic Policy, Planning and Corporate Affairs Sector and Internal Services

STRATEGIC POLICY, PLANNING AND CORPORATE AFFAIRS SECTOR AND INTERNAL SERVICES

STRATEGIC POLICY & MULTICULTURALISM POLICY / MULTICULTURALISM INTER-ACTION FUNDING PROGRAM

Revitalizing the Paul Yuzyk Award for Multiculturalism

Problem/Opportunity identified:

- Created in 2009, the Paul Yuzyk Award for Multiculturalism commemorates the late Senator Paul Yuzyk, who played a key role in the development of Canada's multiculturalism policy.
- In 2015, the Award received nominations under 3 categories: Lifetime/Outstanding Achievement, Youth Civic Engagement, Private Sector Diversity Practice. Each Award recipient received $10,000 to re-direct to an eligible non-profit organization.
- Nominations received for the Award have declined over time and it has received minimal media coverage.
- Initial direction received is to renew the Award by refocusing it from 3 categories to 1, with the following desired objectives: engage and target Canada's youth; adopt a 'fun and modern' approach in administering the Award; support public awareness, understanding and informed dialogue on multiculturalism; and use new experimental approaches.

Intervention(s) to Test:

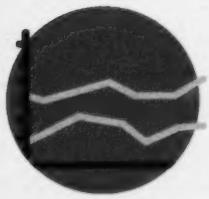
- Strategic Policy & Multiculturalism proposes to leverage the new Micro-Grant Terms and Conditions to engage and empower youth to put forward solutions against racism and discrimination in their local communities.
- Youth can choose to apply to receive one of three micro-grants: $250, $500 and $1000. The Department will test the demand for each level. Depending on the number of applications received, up to 60 micro-grants could be awarded.

Desired Results:

- Revitalize the Award program from recognizing outstanding achievement to crowdsourcing new solutions from young Canadians and empowering them to be **#LeadersToday** and to **#LeadOnInclusion** by acting against racism and discrimination.
- Increase the number of applications to 40 (an increase of 3 from 2015 levels, and ten times the number of youth nominations received).
- Award at least 13 micro-grants to 13 successful youth applicants (an increase of 7 micro-grants from the ECCC youth micro-grant initiative). Ideally there would be regional representation and a micro-grant would be awarded to youth in all 10 provinces and 3 territories.
- Allocate at least 15% of the total $30K grant budget (i.e. award $4,500 in micro-grants, an increase of 5% from the ECCC youth micro-grant initiative). Unspent funds would be re-allocated to other projects.
- Engage youth ambassadors (e.g. members of the Prime Minister's Youth Council, and youth representatives from the Canadian Race Relations Foundation) and encourage them to market this initiative to their personal networks via social media.
- Generate promising youth projects that would further inform program and policy direction in the realm of Multiculturalism, Diversity and Inclusion.

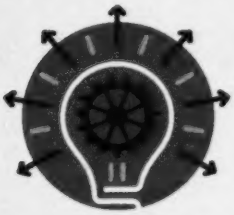
STRATEGIC POLICY & MULTICULTURALISM POLICY / MULTICULTURALISM INTER-ACTION FUNDING PROGRAM

Revitalizing the Paul Yuzyk Award for Multiculturalism



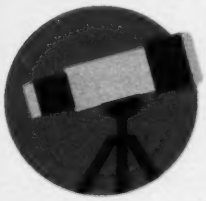
Measures and Comparisons:

- In 2010, the Award received 88 nominations, the highest number to date, for Lifetime/Outstanding Achievement.
- A total of 37 nominations were received in 2015, including 4 nominations for Youth Civic Engagement.
- The first youth micro-grant initiative that leveraged the new Generic Terms & Conditions (ECCC's World Environment Day) received 7 applications and approved 6 micro-grants, spending less than 10% of the total grant budget ($4,960 was awarded from a grant budget of $50K).



Innovations:

- Integrate a 'peer-review'/'youth for youth' model in assessing applications by recruiting volunteer assessors from the Federal Youth Network through micro-missions, including the department's GenerACTION network. This would mean that the project assessment process would go beyond the 'usual suspects' (subject matter experts and program officers), and would build experience of new public servants in different areas of government.
- Launch **#LeadOnInclusion** social media campaign, which will serve as the marketing channel and 'call to action' for youth to apply to the micro-grant initiative. Youth will also be asked to use this hashtag to report on the outcomes of funded initiatives to counter racism and discrimination. Ideally citizens in communities would be inspired by youth initiatives and also leverage this hashtag in order to congregate around ideas, and to spark a dialogue on Multiculturalism, Diversity and Inclusion.
- Be the first Generic Ts&Cs initiative to leverage GCcollab, a public social media platform developed by TBS for academics to collaborate with public servants, in order to advertise to students.



Areas for Further Exploration:

- If the full $30K grant budget is awarded this fiscal year, we will seek to increase the grant budget to $100K and implement a choice experiment that would recruit at least 400 youth as a sample size to participate in a future initiative.
- Youth could be asked to apply through different methods that would correspond to the level of micro-grant requested (e.g. apply with a 2 minute video for a $250 grant versus fill out a full application form with a detailed budget for a $1000 grant).
- Youth could be randomly assigned to different application platforms to test what types of supports youth would need to successfully complete an application (e.g. an application guideline document versus video, real time online chat with departmental officials versus email correspondence).

COURT CHALLENGES PROGRAM

Reinstatement of the modernized Court Challenges Program

Problem/Opportunity identified:

Reinstating the abolished Court Challenges Program (2006) is considered an experiment as the modernized version will be proposing adjustments to the previous Program's scope, activities, and governance, taking into account consultations lead in 2016 as well as the evaluations of the previous Court Challenges Program (2003) and of the Language Rights Support Program (2015). This will provide the opportunity to determine if these adjustments appropriately respond to the objectives of the Program.

Intervention(s) to Test:

The modernized version of this Program aims to provide Canadians better access to the courts to help clarify and assert certain constitutional and quasi-constitutional official language rights and human rights in Canada, while ensuring a transparent, open and independent approach to do so. The three key adjustments brought to this Program that are expected to have an impact on the sustainability of the Program include the following:

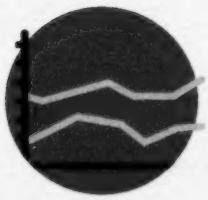
- **Expansion of the scope of the rights covered by the Program:** covering more rights under the Canadian Charter of Rights and Freedoms, as well as including linguistic rights under the Official Languages Act (new), will allow clarity of more constitutional human rights in Canada as well as align with some key areas where jurisprudence is currently most limited with respect to official language rights.
- **Streamlined activities:** providing more targeted funding towards test case development, case litigation and interventions (excluding alternative dispute resolutions, unless ordered in the litigation process, impact studies, and strategic meetings held by interest groups) to ensure value-for-money and alignment with the Program objective.
- **Improved governance and administration:** making program administration and decision-making completely independent from program applicants.

Desired Results:

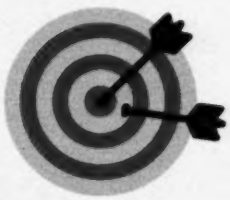
- Individuals or groups have access to funding to initiate or participate in test cases pertaining to more rights and freedoms, covered by the Court Challenges Program.
- Program users, stakeholders and the legal community assert that rights have been strengthened as a result of the Court Challenges Program.

COURT CHALLENGES PROGRAM

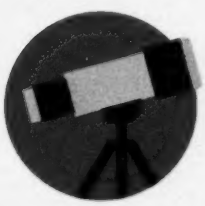
Reinstatement of the modernized Court Challenges Program



Measures and Comparisons:
The Program will have an impact assessment with targets set after 2 years of operations. There will also be a compulsory evaluation in 5 years. The Program will also distribute annual surveys to users to learn about the impact of the Program.



Actual Results:
To be determined.



Areas for Further Exploration:
To be determined.

STRATEGIC POLICY, PLANNING AND CORPORATE AFFAIRS SECTOR AND INTERNAL SERVICES

CORPORATE HR AND LEADERSHIP DIRECTORATE

Measuring Employee Satisfaction of Activity-Based Workplace

Problem/Opportunity identified:

The work office is transforming due to technology (Wi-Fi, mobile devices, common electronic document repository, etc.) Increasingly, how the work is performed is more important than where it is performed. The Corporate HR and Leadership Directorate has identified an opportunity to become an early adopter of an Activity-Based Workplace (ABW). ABW is a concept where organisations rethink the way they work, providing freedom of choice in how, when, and where employees work and consequently helping them to be more effective and engaged. This workplace style differs from Workplace 2.0 in that there is no assigned workplace for employees.

This workplace style recognises that people perform different activities and need a variety of work settings, the right technology, and a trusting and collaborative culture to be best supported. While ABW was first more commonly associated with organizations with an IT focus (e.g. Google, Facebook, Microsoft, etc.), it has now become a growing trend. This includes public service organizations in the UK and Australia. The workplace within the Corporate HR and Leadership Directorate will be converted to ABW by March 31, 2018. The space will include: a locker area, a social space for eating and team interaction, a quiet zone along the windows, an active zone with individual work areas, a collaborative zone, three focus rooms, a large meeting room with video and teleconferencing facilities, and an accessibility centre. This project presents an opportunity for the Directorate to track the change in employees' experience from the current one to that of an ABW.

Intervention(s) to Test:

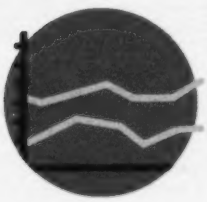
The intervention will be delivered as part of a two phase approach. In Phase 1, the Corporate HR Team's proposed survey will gauge the attitudes and experiences of the Directorate's employees. The survey will be administered by the Public Opinion Research Group on or around January 15, 2018 and will remain open for two weeks, aim for a 100% completion rate, and contain a scale of 10 to better capture response nuances. In Phase 2, the same survey will be administered one full year after implementation, in March 2019 in order to learn of employee's opinions to the transition to ABW.

CORPORATE HR AND LEADERSHIP DIRECTORATE

Measuring Employee Satisfaction of Activity-Based Workplace

Desired Results:

- Better workplace collaboration and communication.
- Increased employee satisfaction: a more effective, engaged, and motivated workforce.
- Better work-life balance.
- Greater health benefits: More opportunities to move around during the day; possibility of standing up/sitting down; better air circulation; better lighting.
- A more accessible workspace.



Measures and Comparisons:

The Directorate will measure the effectiveness of the transition to ABW by an all-staff survey both before, and one full year after the transition has occurred. The questions will assess the staff's satisfaction vis-à-vis their workplace. Almost all of the survey questions from Phase 1 will remain the same in Phase 2 except for a revision to the last question which will ask if the Directorate's employees felt that their concerns and opinions were heard throughout the transition process. Although it is quite possible that some employees may leave over the course of the year, the Directorate anticipates that the impact of this on overall results and on the integrity of the process will be quite negligible.

Actual Results:

To be determined.

Areas for Further Exploration:

- Insights provided by this experimentation may prove useful, as the department gets opportunities to reimagine its workspaces in the years to come. Whether survey results are positive or negative, they will either highlight successes and opportunities or provide valuable lessons learned for future projects.